



**START  
OF THE  
NEXT  
DECADE**



We believe that pursuing sustainable value creation will lead us toward our goal of becoming a general trading company that constantly cultivates new businesses and human capital.

As we engage in global business activities, we are deeply concerned about the current situation in Russia and Ukraine. We sincerely hope that all people will regain peace and world peace will return as soon as possible.

The Medium-term Management Plan 2023 ~Start of the Next Decade~, which started in April 2021, is now in its second year. Looking back on FY2021, the first year of the plan, we achieved the highest profit for the year since Sojitz was established, despite the lingering effects of COVID-19. Besides the rise in resource prices, earnings from new investments made since the Medium-term Management Plan 2017 have contributed to the steady increase in our earnings power.

In addition to executing large-scale investments in the areas of focus set forth in the Medium-term Management Plan 2023, we are also making steady progress in creating new business models that leverage digital technology and creating value through the transformation of existing businesses. In terms of our human resource strategy, we are creating an environment that maximizes the individuality and strengths of our employees under the theme of “transforming diversity into competitiveness.” We are also promoting sustainability in our business and society by taking on the challenge of realizing a decarbonized society through our business and respecting human rights, including in our supply chains. We believe that these efforts will lead us toward our goal of becoming a “general trading company that constantly cultivates new businesses and human capital” by 2030 and, as a result, to achieve a PBR of 1.0 times or above, one of the quantitative targets of the Medium-term Management Plan 2023, as we practice sustainable value creation.

We currently face geopolitical risks posed by Russia's invasion of Ukraine, and we anticipate other significant changes in the environment moving forward. In our business, nothing is absolute and unchanging, and we must constantly evolve ourselves. We seek to gain a competitive advantage and pursue business growth by transforming various risks and changes into opportunities, adopting local market-oriented initiatives, collaborating proactively in and outside Sojitz, and striving for speed, while continuing to transform our organization and human resources as necessary. By doing so, we will practice continuous value creation.

**Masayoshi Fujimoto**

*Representative Director, President & CEO*

## Corporate Statement

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

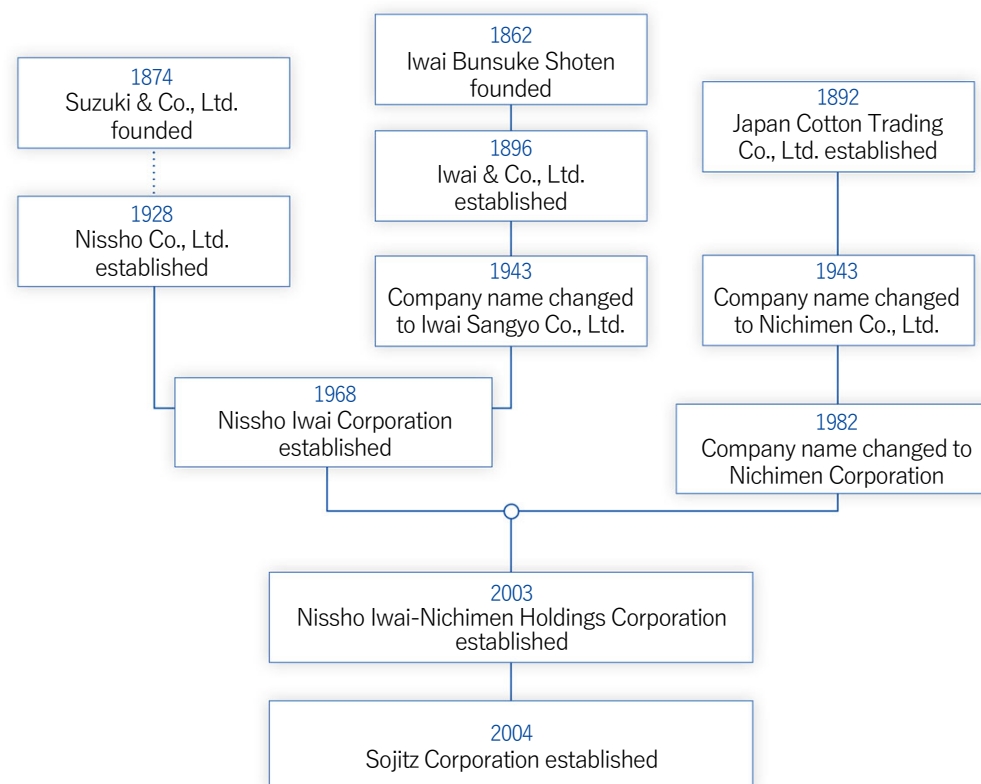
## Sojitz Group Slogan

***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, 2023)

Total assets

¥2.7 trillion

Number of Branches & Offices

92

Domestic: 5 (Including the Head Office)

Overseas: 87

Number of Subsidiaries and Affiliates

422

Domestic: 131

Overseas: 291

Number of Employees

20,669

Non-consolidated: 2,523

Consolidated: 20,669

Total equity

¥837.7 billion

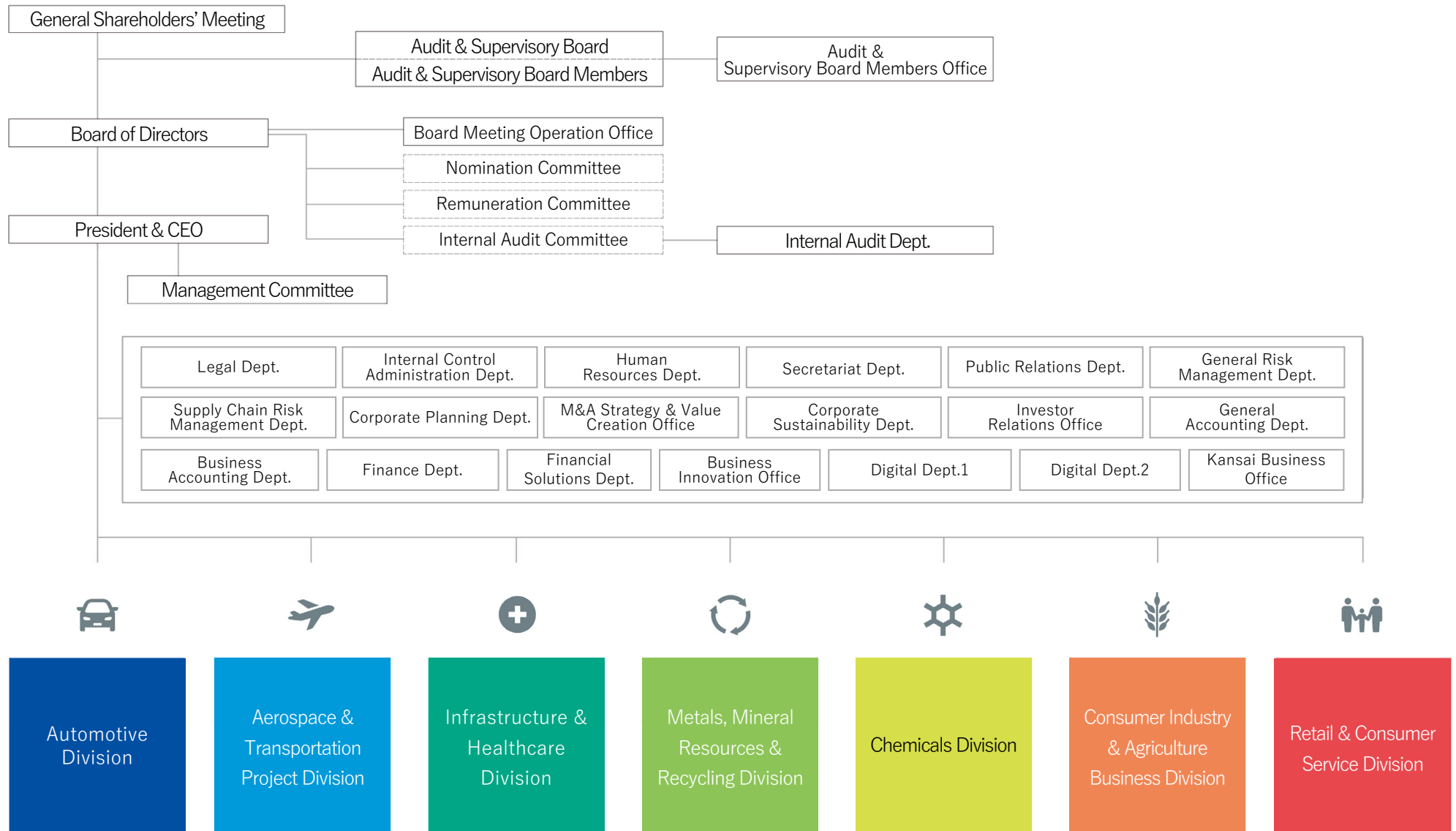
Profit for the year

¥111.2 billion





## Organization Chart (As of April 1, 2023)





## 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

- Distributorships
- Auto-financing
- Dealerships
- Service(quality inspection services, etc.)

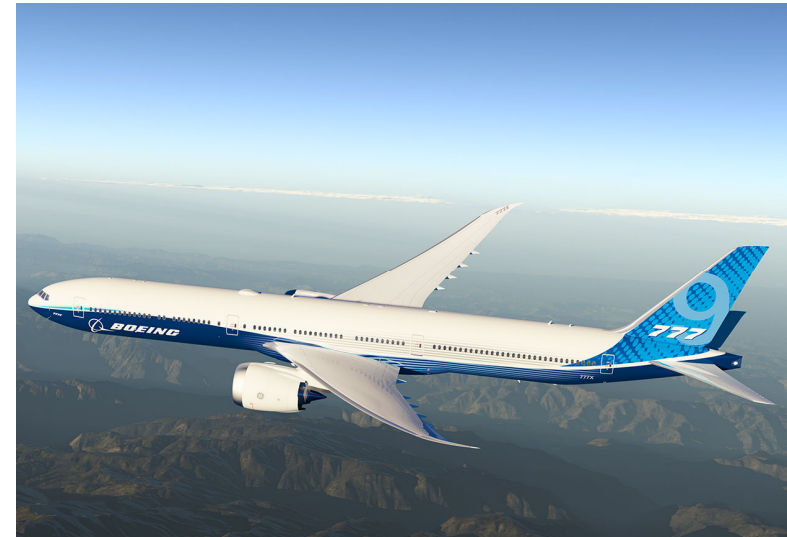


## Aerospace & Transportation Project Division

The Aerospace & Transportation Project Division develops aerospace industry businesses as a sales agent for commercial aircraft and defense systems and through its leasing, part-out, and business jet businesses. The division is also engaged in airport management, railroad, and other transportation infrastructure businesses as well as in-flight catering, freight car leasing, and other peripheral businesses. Meanwhile, this division's marine vessels business handles multiple types of new and secondhand vessels.

### Major Businesses

- Aircraft sales agencies (commercial aircraft, defense systems)
- Aircraft leasing
- Part-out of retired and aging aircraft
- Business jet services
- Airport management
- Transportation infrastructure, North American railways
- Marine vessels
- In-flight catering





## Infrastructure & Healthcare Division

By combining Sojitz's unique functions and ideas, the Infrastructure & Healthcare Division provides new solutions to create value. Specific areas of operation include energy, telecommunications, urban infrastructure, and healthcare, where businesses are developed in response to global social issues, including the rising demand for infrastructure and healthcare due to economic growth in emerging countries, climate change, digitalization, and the diversification of values.

### Major Businesses

- Renewable energy
- Gas-fired thermal power generation
- Gas-related business
- Telecommunications network infrastructure
- Urban infrastructure and industrial park businesses
- Healthcare
- Energy saving services



## 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

- Metal resource interests and trading
- Metal products
- Circular economy







## 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

- Chemical products
- Methanol
- Rare earths
- Plastic resins
- Environment and life science
- Recycling



## 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 production and sales
- Forest products (plywood, building materials)
- Household paper and industrial paper products







## 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

- Food distribution (production, wholesale, distribution, retail)
- Aquaculture processing and wholesale
- Brand and consumer products
- Shopping center management, retail platforms
- 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 infiniteloop 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 auto sales spanning over 40 years**

Locally based sales and marketing force

**Approximately 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%)

**Consolidated subsidiaries 32**

**Equity-method associates 5**



# Business Overview (Details)

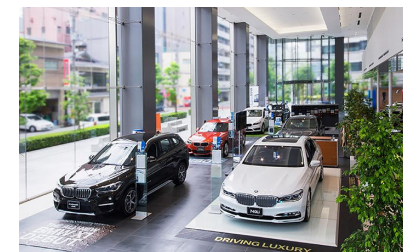


## Automotive Division

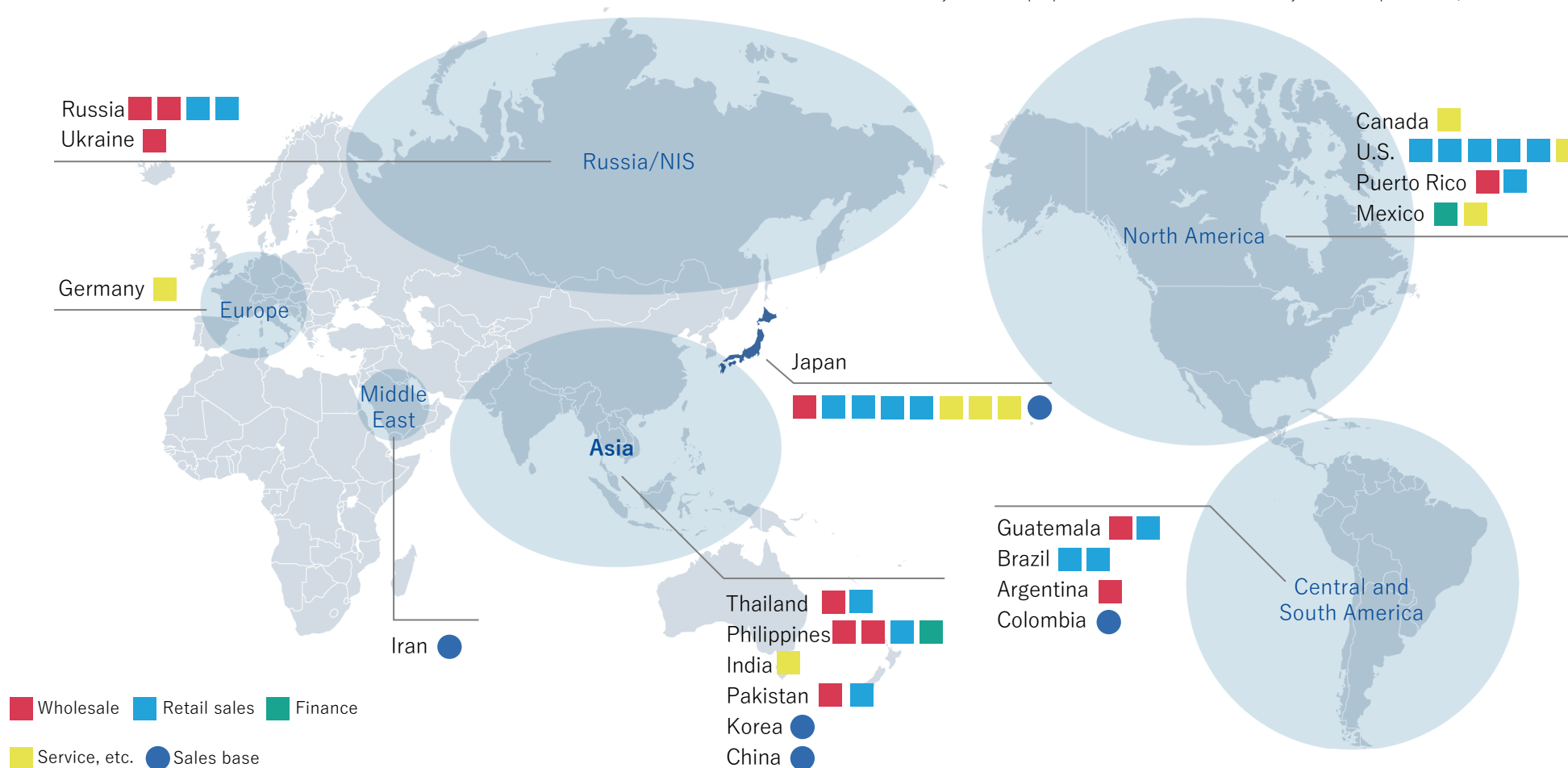
### Business Map



Sojitz Auto Group Japan Inc.



Sojitz Auto Group Osaka Co., Ltd





## Business Overview (Details)



### Aerospace & Transportation Project Division

We will enhance our business operations in sectors such as business jets, aircraft leasing, and part-out, while focusing on the airport and transportation infrastructure business in emerging countries where demand is growing as well as in-flight catering and North American railway businesses.

#### Strengths

**Experience in the aircraft sales business with more than 900 aircraft sold, accounting for the top market share in Japan**

**Two railway operating foundations in North American market (MRO, railcar leasing)**

**One-stop solutions encompassing everything from shipbuilding and marine transport to machinery and equipment**

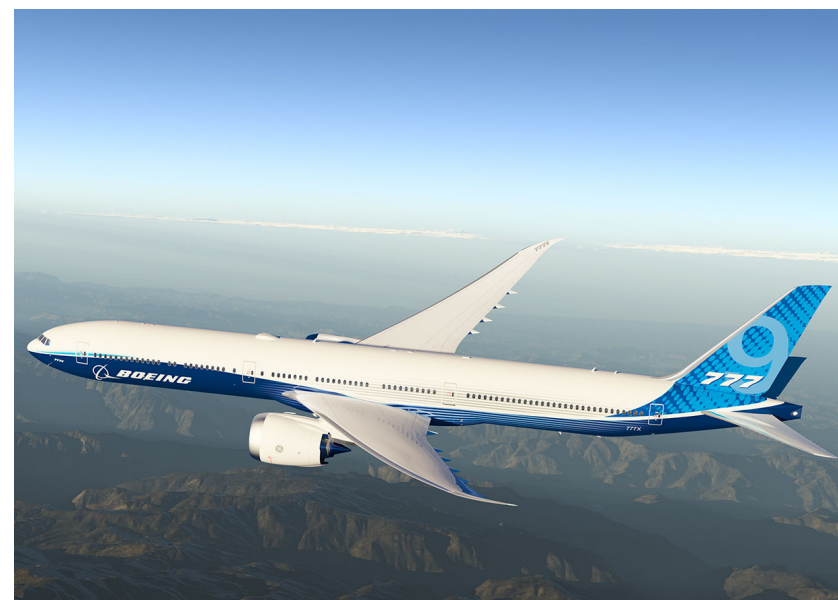
- Over 50 years of business experience in the aerospace, transportation, and marine vessel fields
- Ability to collect and analyze information related to the aerospace industry, enabling us to develop an understanding of the needs and issues of aircraft manufacturers, airlines, leasing companies, parts-related companies, airport facilities companies, and others
- Ability to 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

#### Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Aerospace Corporation (100%)
- Sojitz Aviation and Marine B.V. (100%)
- SJ Aviation Capital Pte. Ltd. (100%)
- Sojitz Transit & Railway Canada Inc. (74.9%)
- Southwest Rail Industries Inc. (100%)
- Sojitz Royal In-flight Catering Co., Ltd. (60%)

**Consolidated subsidiaries 40**

**Equity-method associates 11**





# Business Overview (Details)



## Aerospace & Transportation Project Division

### Business Map



In-flight catering operations  
(Sojitz Royal In-flight Catering Co., Ltd.)



North American railcar leasing  
(Southwest Rail Industries Inc.)

### Europe

- Aircraft leasing/part-out
- Marine vessels

London

Amsterdam

Piraeus

### Japan

- Sales representative business (commercial/defense)
- Business jet services
- Airport management
- In-flight catering
- Marine vessels

Shanghai

Hong Kong

Delhi

Guam

Palau

Singapore

### Asia/Pacific

- Aircraft leasing/part-out
- Business jet services
- Airport management
- Marine vessels
- Infrastructure railway EPC \*<sup>1</sup> businesses

### North America

- Aircraft leasing/part-out
- Business jet services
- Railcar MRO\*<sup>2</sup> business
- Railcar leasing

Seattle

Los Angeles

Calgary

Montreal

New York

St. Louis

Weimar

- Aviation-related
- Airport & Transportation Infrastructure
- Bases of operation for marine business

\*<sup>1</sup> Engineering, Procurement, and Construction

\*<sup>2</sup> Maintenance, Repair, and Overhaul

## Business Overview (Details)



### Infrastructure & Healthcare Division

We will continue to help realize a prosperous and sustainable society by providing sophisticated infrastructure that balances economic growth with environmental impact.

#### Strengths

##### Growth Capability

**700% increase in power generation assets\*1**

##### Business Development & Structuring Capability

**200% increase in number of deals closed\*2**

##### Expansion Capability

**Successful expansion into the medical and overseas telecommunication fields**

\*1 Power generation portfolio in the year ended March 31, 2022, compared with the year ended March 31, 2013

\*2 Number of deals closed in the years ended March 31, 2018–2022 compared with the previous five years (the years ended March 31, 2013–2017)

- **Create:** We aim to create new business platforms by leveraging our human network and improving our business selection acumen to make full use of our speed and flexibility.
- **Connect:** We will collaborate both with existing partners in various industries and emerging markets and with new partners arising from the changing business environment in order to combine our unique strengths and enhance our competitiveness.
- **Nurture:** We will build deep relationships of trust with all stakeholders across public and private sectors and foster harmonious coexistence with local communities and the natural environment.
- **Expand:** We will combine ideas and functions, create new value, and expand our business domains.

#### Main Subsidiaries and Associates (Equity Ownership)

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

**Consolidated subsidiaries 56**

**Equity-method associates 47**



# Business Overview (Details)



## Infrastructure & Healthcare Division

### Business Map



Integrated urban development project (Indonesia)



Telecommunications tower



Note: Includes projects currently under construction



## 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 producer Companhia Brasileira de Metalurgia e Mineração**

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

**Ability to supply rare resources with distinctive characteristics**

Supplies a lineup of distinctive resource offerings including niobium, chromium, and other minor metals as well as minerals like vermiculite and fluorite  
Builds and actively maintains supply chains that are stable and flexible

#### Main Subsidiaries and Associates (Equity Ownership)

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

**Consolidated subsidiaries 28**

**Equity-method associates 18**





## Business Overview (Details)

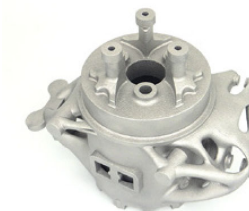


Metals, Mineral Resources & Recycling Division

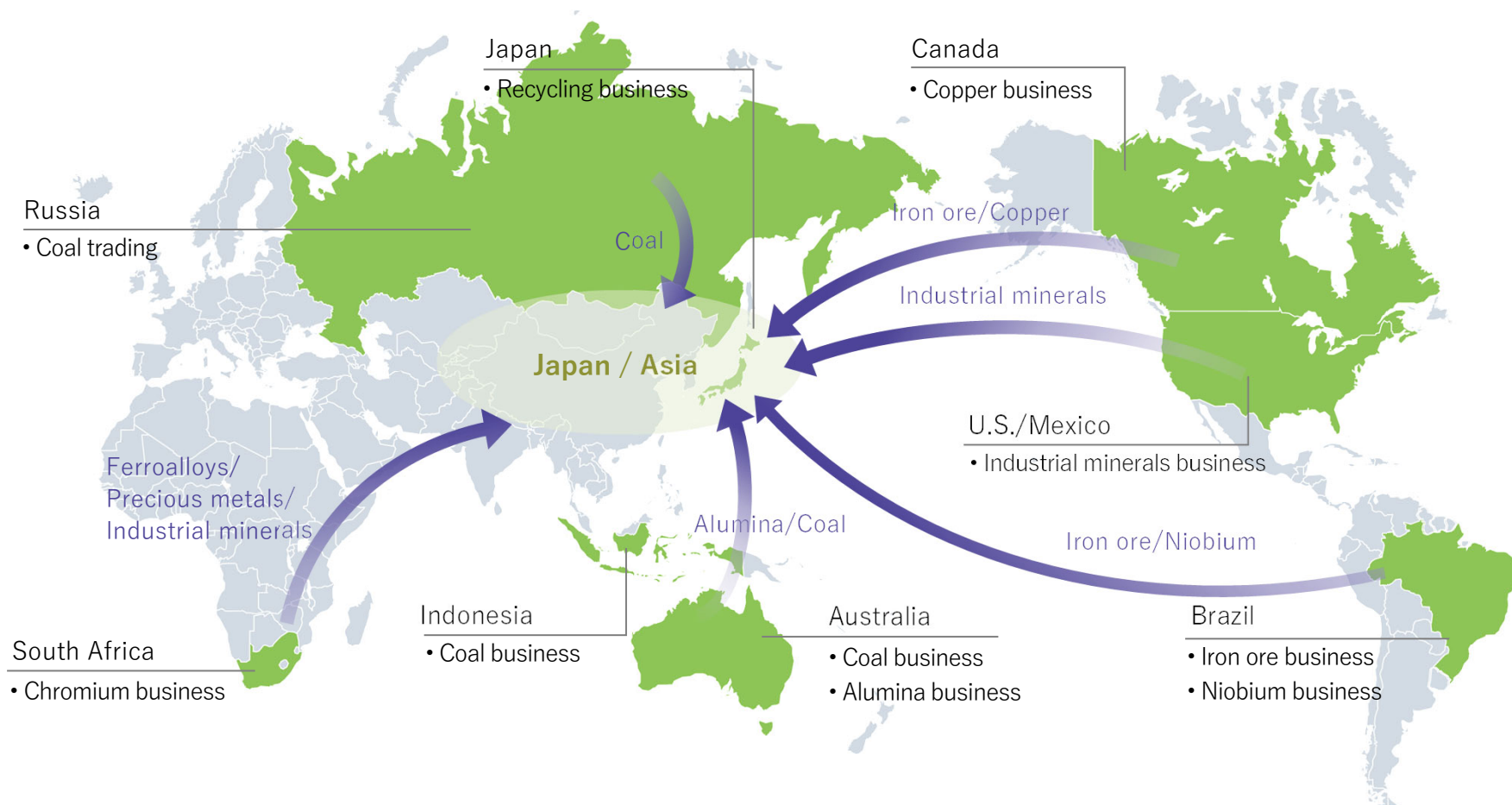
Business Map



Niobium mine in Brazil (Companhia Brasileira de Metalurgia e Mineração)



Products created using 3D metal printer (JAMPT Corporation)



## Business Overview (Details)



### Chemicals Division

We will pursue sustainable growth by further strengthening businesses in which we have strengths, such as methanol, and by creating materials businesses in line with a low-carbon and recycling-oriented 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

#### Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Pla-Net Corporation (100%)
- PT. Kaltim Methanol Industri (85%)
- solvadis deutschland gmbh (100%)

**Consolidated subsidiaries 34**

**Equity-method associates 13**



## Business Overview (Details)



### Chemicals Division

#### Business Map



C5 and Petroleum resin (U.S.)  
(Cymetech Corporation)



Industrial salt (India)





## Business Overview (Details)



### Consumer Industry & Agriculture Business Division

We are developing new business models that see opportunities in global trends toward local production and consumption, decarbonization, and resource recycling.

#### Strengths

**Strong business foundation  
in Southeast Asia**

**Top class in compound  
chemical fertilizers  
in Southeast Asia**

**Participation in one of  
Japan's largest biomass  
power plant projects**

- 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, woodchips, and papermaking
- Establishment of a top-level market share in the production and sale of compound chemical fertilizer in Thailand, Vietnam, and the Philippines
- Participation in one of the largest biomass power plant projects in Japan, utilizing a stable woody biomass resource procurement network

#### Main Subsidiaries and Associates (Equity Ownership)

- Thai Central Chemical Public Company Limited (81%)
- Atlas Fertilizer Corporation (100%)
- Japan Vietnam Fertilizer Company (75%)
- Saigon Paper Corporation (96%)
- Sojitz Building Materials Corporation (100%)

**Consolidated subsidiaries 26**

**Equity-method associates 11**





## Business Overview (Details)



### Consumer Industry & Agriculture Business Division

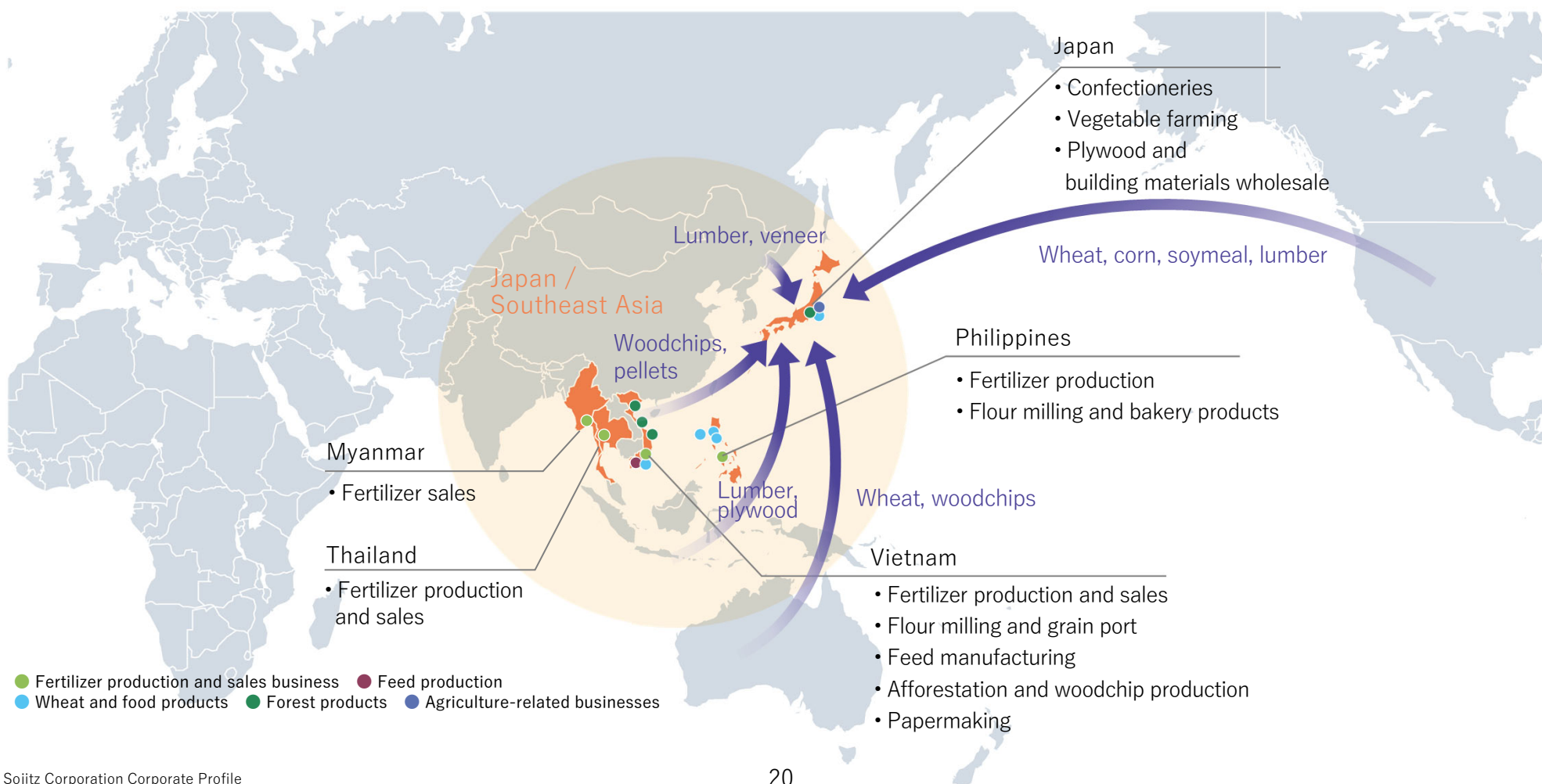
#### Business Map



Atlas Fertilizer Corporation (Philippines)



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

**Consolidated subsidiaries 19**

**Equity-method associates 13**



## Business Overview (Details)



### Retail & Consumer Service Division

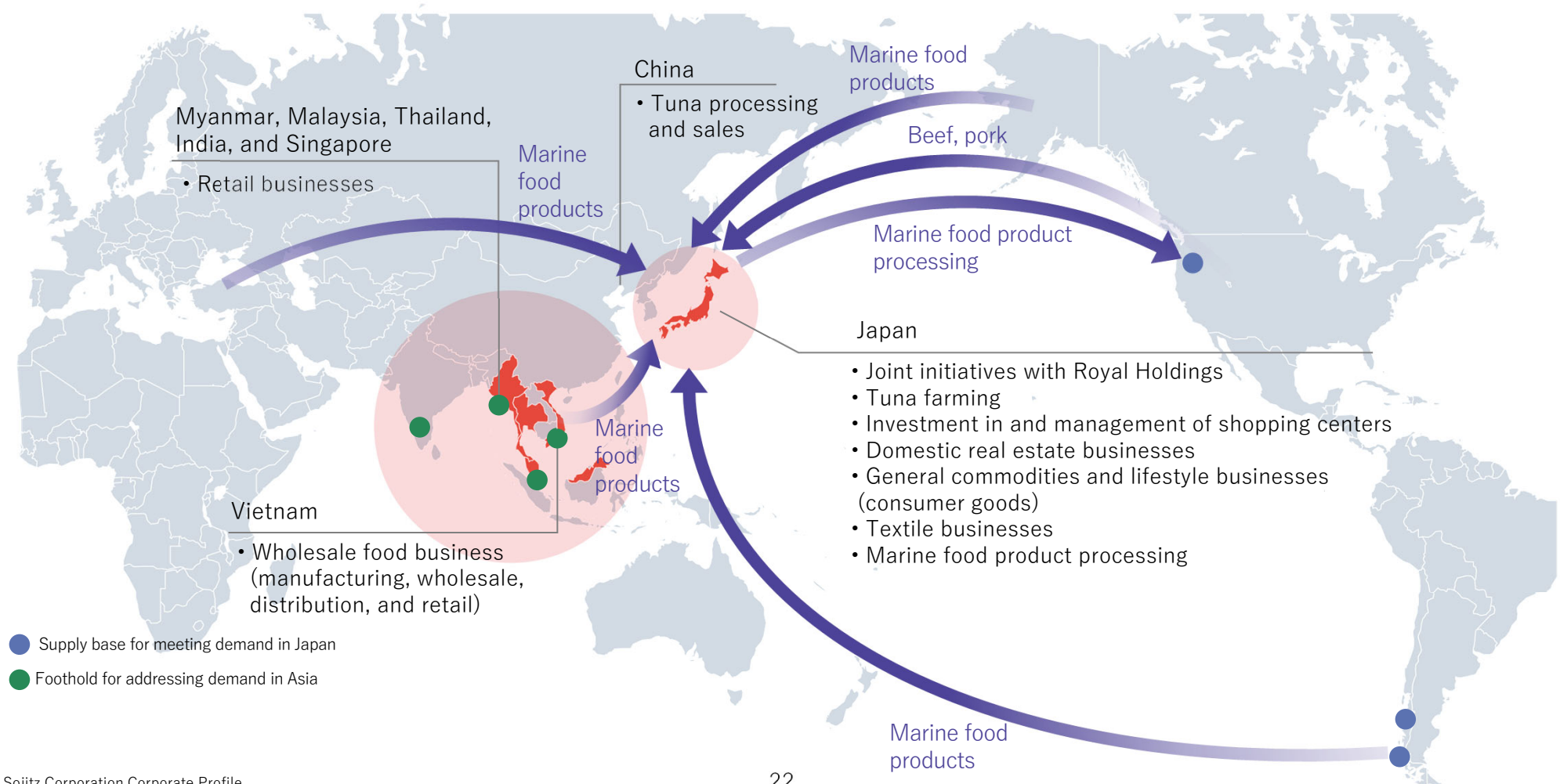
#### Business Map



Ministop Vietnam



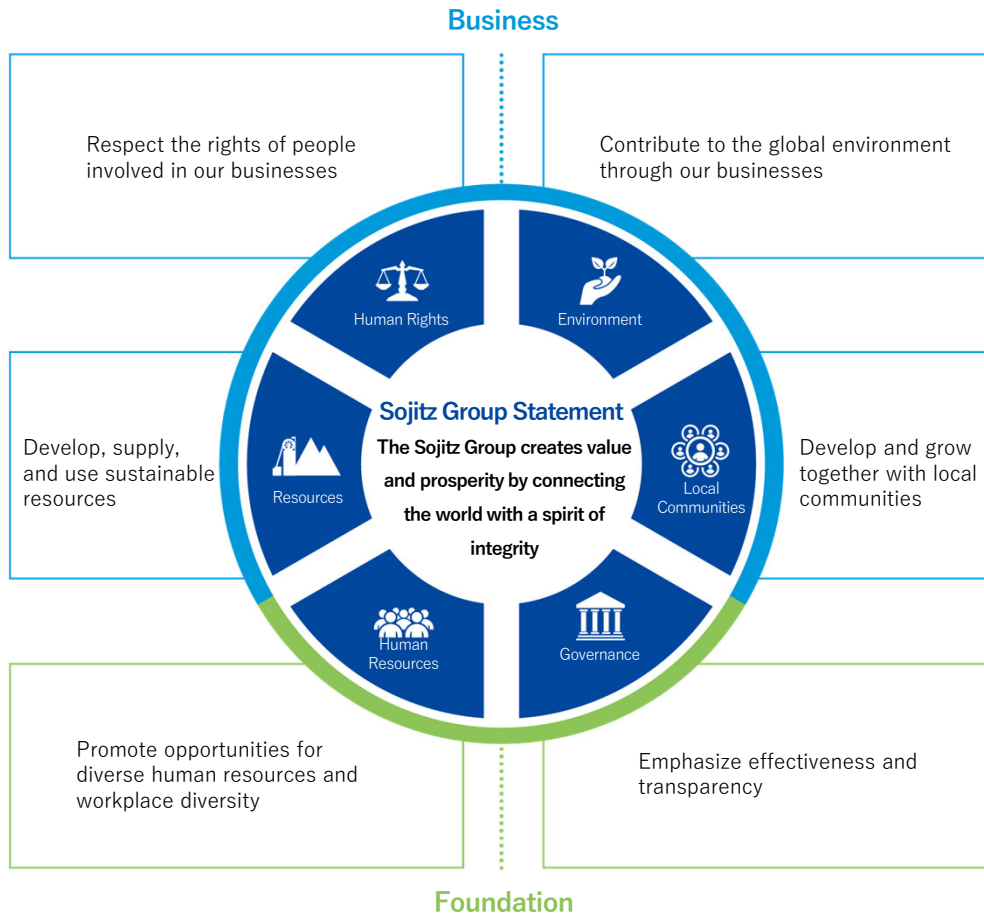
Royal Holdings





## 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/](https://www.sojitz.com/en/csr/sojitz_esg/)



## Corporate Profile (As of March 31, 2023)

Company Name	Sojitz Corporation
Established	April 1, 2003
Capitalization	160,339,000,000 yen
Representative	Masayoshi Fujimoto Representative Director, President & 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) Overseas 87
Number of Subsidiaries and Affiliates	Domestic 131 Overseas 291
Number of Employees	Non-consolidated 2,523 Consolidated 20,669
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 Project Division; the Infrastructure & 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



Sojitz has been selected as a constituent or internationally recognized, CSR investment-focused global stock price indices for four consecutive years



Sojitz has been selected as a constituent of a stock index made up of companies with excellent gender diversity for six consecutive years

The inclusion of Sojitz in any MSCI Index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of Sojitz by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.



Sojitz has received a leadership level rating of A – with regards to climate change from CDP for three consecutive years



Sojitz was awarded Platinum Kurumin certification for providing employees with excellent support for child-rearing.



Sojitz was selected as a constituent of multiple global indices composed of companies that excel in their response to environmental, social, and governance (ESG) issues.



Sojitz was awarded the “Bronze Class” by an organization that assesses the corporate sustainability of major companies worldwide.



Sojitz has been selected as a Nadeshiko Brand company for six consecutive years in recognition of its efforts to empower women in the workplace



Sojitz won Grand Prize at the 1st NIKKEI Integrated Report Awards.

