



# Infrastructure & Healthcare Division



Masakazu Hashimoto  
Managing Executive Officer, COO  
Infrastructure & Healthcare Division  
December 10, 2021

## Profile



**Masakazu Hashimoto**  
Managing Executive Officer, COO  
Infrastructure & Healthcare Division

- Born in Aichi Prefecture, joined Sojitz in 1990
- Bachelor of Social Sciences from Hitotsubashi University, Tokyo
- Biographical Outline

[International transport services business in Africa] (1990 - 1993)

[Russia, CIS businesses] (1994 - 1999)

[Stationed in Detroit Branch, Sojitz Corporation of America] (1999 - 2005)

[Automotive] (2005 - 2011)



● Automotive related project, Equipment and engineering for factories



● Overseas parts business investment, Automobile dealership business

[Infrastructure] (2011 - )



● Renewable Energy,  
Power Generation, Energy



● ICT Infrastructure Businesses -  
Telecommunications Towers, Data Centers









● Healthcare



● Transportation  
infrastructure



● Urban Infrastructure and  
Industrial Park Businesses

Infrastructure & Healthcare Division					
<p><b>Environmental Infrastructure Dept.</b></p> <ul style="list-style-type: none"> <li>Renewable Energy Business</li> <li>Energy Management + Retail</li> <li>EV infrastructure business</li> </ul>  <p>Solar power generation in Kumamoto</p>	<p><b>Power &amp; Infrastructure Solution Dept.</b></p> <ul style="list-style-type: none"> <li>Gas-Fired Power Generation Businesses</li> <li>LNG to Power (LNG Receiving Terminals/Integrated Power Station Development)</li> <li>Energy Saving, District Cooling and Heating</li> </ul>  <p>Integrated development of gas-fired power generation facilities</p>	<p><b>Energy &amp; Industrial Infrastructure Business Dept.</b></p> <ul style="list-style-type: none"> <li>Energy Businesses (include LNG JAPAN)</li> <li>Overseas Industrial Parks</li> <li>Hydrogen, De-carbonation</li> </ul>  <p>LNG Terminal in Indonesia</p>	<p><b>Social Infrastructure Development Dept.</b></p> <ul style="list-style-type: none"> <li>ICT (Telecommunications Towers, Data Centers)</li> <li>Urban Infrastructure/Smart City</li> <li>Nuclear Power</li> </ul>  <p>Telecommunications Tower in Myanmar</p>	<p><b>Healthcare Dept.</b></p> <ul style="list-style-type: none"> <li>PPP Hospital PJ</li> <li>Primary healthcare</li> <li>Operation and provision of peripheral medical services/Wellness, DX</li> </ul>  <p>Hospital PPP Project in Australia</p>	<p><b>NISSHO ELECTRONICS</b></p> <ul style="list-style-type: none"> <li>Network infrastructure business</li> <li>Application services</li> <li>DX support for customers</li> </ul>  <p>Social Distancing Camera™ System</p>

**Strengths of Division**

**Growth Capability**

600% increase in power generation assets <sup>\*1</sup>

<sup>\*1</sup> Projected power generation portfolio in the year ending March 31, 2022, compared with the year ended March 31, 2013.

**Business Development & Structuring Capability**

200% increase in number of deals closed <sup>\*2</sup>

<sup>\*2</sup> Projected Number of deals closed in the years ended March 31, 2017-2021 compared with the previous five years (the years ended March 31, 2012-2016)

**Expansion Capability**

Successful expansion into the medical and overseas telecommunication fields

**Ongoing creation of new value that contributes to the resolution of constantly changing social needs through internal and external collaboration, sharing, and unity.**

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- In April 2021, the prior Energy & Social Infrastructure Division was reorganized to incorporate Sojitz’s overseas real estate, healthcare, and industrial plant teams, giving rise to the new Infrastructure & Healthcare Division.
- This division is comprised of the Environmental Infrastructure Department, the Power & Infrastructure Solution Department, the Energy & Industrial Infrastructure Business Department, the Social Infrastructure Development Department, the Healthcare Department, and the Planning & Administration Office. It also oversees some 95 associates, including Nissho Electronics Corporation, Tokyo Yuso Corporation, LNG Japan Corporation, and SAKURA Internet Inc.
- On a consolidated basis, the division has 1,523 employees, representing 7.5% of the Group’s total employee base. On a non-consolidated basis, we have 270 employees, which is at the same level as the Chemicals Division. Moreover, our total assets on March 31, 2021, came to ¥337.2 billion, an amount that represents 14.7% of Sojitz’s total assets and is second only to the asset-leading Metals, Mineral Resources & Recycling Division.
- The strengths of the division include our capacity for growth, our penchant for closing deals, and our strong business development and expansion capabilities.
- A major characteristic of the Infrastructure & Healthcare Division is its low environmental impact. Specifically, we draw no electricity from zero coal-fired thermal power and source 30% of our electricity from renewable energy.
- Under Medium-Term Management Plan 2023, we will pursue synergies with our overseas real estate businesses based on the new themes of integration and solutions. At the same time, we will develop healthcare infrastructure operations based on a broad definition in order to respond to diversifying social needs related to wellness.

**MTP2023 Basic Strategy - Three pillars and five key words-**

- ◆ Strengthening of **upstream (project development)** and **midstream (business operation)** operations and advancement of **new downstream (expansion of revenue opportunities)** initiatives through acceleration of project development and extensive market-oriented focus
- ◆ Enhancement of competitiveness through acquisition of **platform businesses that facilitate ambitious undertakings** and **strengthening of functionality (bolt-on investments, integration)** to boost competitiveness
- ◆ Creation of businesses with **social responsiveness and appeal** that address global megatrends (decarbonization, 5D, etc.) and social issues and facilitate portfolio transformation

5D : Depopulation, De-carbonization, Decentralization, Deregulation, Digitalization

<b>[Integration]</b>	<b>[Differentiation]</b>	<b>[Market-Oriented Initiatives]</b>	<b>[Expansion]</b>	<b>[Partnerships]</b>
Organic and integrated linkage of expertise and experience accumulated by departments through project development and business development to expand operations in an integrated manner	Acquisition of functions applicable to platform businesses that contribute to competitiveness to secure additional and peripheral earnings and apply shared functions to other businesses	Tracking and analysis of downstream market needs, provision of solutions, prediction of future market trends, and creation of demand and needs	Utilization of market insight and competitive position in projects to develop consistent, reproducible, and applicable frameworks and expand earnings foundations	Identification of and co-creation and collaboration with new partners, including those in different industries, based on changing marketing environment while building upon relationships with existing partners
<ul style="list-style-type: none"> <li>Energy</li> <li>Healthcare</li> <li>Power generation, Development</li> <li>Australia</li> <li>Urban Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Industrial Park</li> <li>IT</li> <li>Electricity Retail</li> <li>Healthcare, Renewable Energy IPP</li> <li>ICT, Smart City*</li> </ul>	<ul style="list-style-type: none"> <li>Energy Management + Retail - NEXUS (Spain)</li> <li>Energy Saving - ESCO (U.S. / Middle East*)</li> <li>Downstream of Gas - SOGEC (Vietnam)</li> </ul>	<ul style="list-style-type: none"> <li>Long Duc Industrial Park (Vietnam)</li> <li>- Gas retail services</li> <li>- Rooftop solar generation</li> <li>- Fuel switching business</li> <li>- Co-generation</li> <li>- Medical check-ups *</li> <li>- HR Tech *</li> </ul>	<ul style="list-style-type: none"> <li>Major electricity and gas companies</li> <li>Local electricity and gas companies</li> <li>ENEOS, NIPPON PAPER GROUP</li> <li>Kotobiken Medical Laboratories</li> </ul>

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\* under-investigation

<Framework of the Infrastructure & Healthcare Division's Growth Strategies Under Medium-Term Management Plan 2023>

**[Three Pillars]**

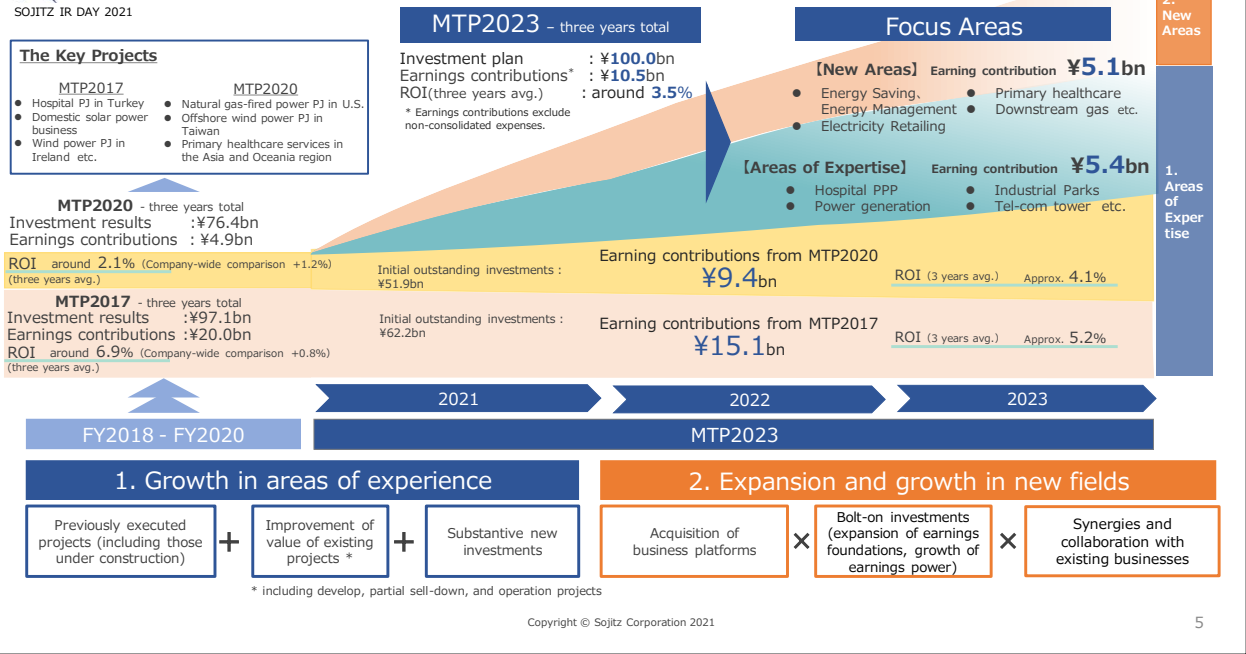
- In addition to its traditional development and business operation activities, the Infrastructure & Healthcare Division will also turn its attention to downstream areas in order to respond accurately to changing social needs.
- Meanwhile, we will enact a business model that entails securing business platforms for supporting ambitious undertakings. We will also look to conduct bolt-on investments for reinforcing our business platforms while integrating the expertise we have accumulated thus far.
- At the same time, the division will develop businesses with social responsiveness and appeal by addressing the global trends toward decarbonization and 5D.

**[Five Keywords]**

- Under Medium-Term Management Plan 2023, the Infrastructure & Healthcare Division will develop its operations based on five keywords. The first and second of these keywords are integration and differentiation. Based on these keywords, we will seek to evolve our overseas industrial park operations to employ a model that does not end with developing and selling industrial parks but instead goes further to include installing utilities and mobility into these parks. Similarly, we will seek to incorporate remote examinations into our healthcare field operations and energy management and electricity retail into our power generation operations.

- The third keyword is market-oriented initiatives. Based on this keyword, we are developing energy management, energy saving, and downstream gas businesses. For example, the division entered into a downstream gas business in Vietnam together with Osaka Gas Co., Ltd., in 2019. As populations grow and companies look to adopt alternative fuel sources in response to global warming, we anticipate substantial rises in demand for such gas businesses in Nigeria and India. Accordingly, we are examining the possibility of expanding into these markets in the future.
- The fourth keyword is expansion. Initiatives based on this keyword include providing gas to tenant companies at industrial parks. In addition, we have begun a roof-mounted solar power generation system business together with domestic new energy company Loop Inc. In the area of employee welfare, human resource technologies, and group health examination services for companies, we have commenced investment in Qualitas Medical Limited, an operator of private clinic chains in the Asia and Oceania region. We are examining the possibility of acquiring Vietnamese clinics and referring patients to our clinics after health examinations through this company. At the same time, we aim to help companies expanding overseas enhance their employee welfare benefits.
- The fifth keyword is partnerships. In addition to our existing partners, we are also pursuing collaboration with regional electricity and gas companies, which are expected to expand overseas in response to declining populations and shrinking markets. In other industries, collaboration and co-creation will be advanced with ENEOS Corporation as well as with several partners selected in the healthcare industry.

## MTP2023 - Earnings Contributions from Investment



- The Infrastructure & Healthcare Division invested ¥97.1 billion under Medium-Term Management Plan 2017 and ¥76.4 billion under Medium-Term Management Plan 2020, and we are budgeted to invest around ¥100.0 billion under Medium-Term Management Plan 2023.
- Infrastructure projects require a lot of time to develop, construct, and generate profits from. However, these projects also promise relatively consistent earnings over the long term after they are completed as they have a certain degree of resilience to fluctuations in the operating environment.
- Of the ¥100.0 billion in investments to be conducted under Medium-Term Management Plan 2023, around half will be devoted to growth in such areas of experience in which we can develop stable earnings foundations. A portion of the remaining investments will target expansion and growth in new fields where we expect high profitability, despite some degree of volatility, in pursuit of further growth. We will also invest in hydrogen, fuel ammonia, and the transition to electric vehicles for domestic last mile distribution providers like SAGAWA EXPRESS CO., LTD. These investments may not begin producing earnings during the period of Medium-Term Management Plan 2023, but we expect them to become pillars of earnings in 2030.

- The division will also employ the develop, partial sell-down, and operate scheme, which entails selling part of equity holdings to partners, as well as refinancing and re-leveraging schemes. These schemes will be utilized to expedite the recovery of investments and the production of earnings. In this manner, we will look to balance long-term earnings cycles and to facilitate the incorporation of outside funds through project finance and other approaches.
- Looking at earnings contributions from investments under past medium-term management plans and the related forecasts, you will see that relatively large earnings contributions were realized during the period of Medium-Term Management Plan 2020 from investments conducted under Medium-Term Management Plan 2017. This outcome is the result of our applying the develop, partial sell-down, and operate scheme to domestic solar power generation projects.

**Energy Management + Retail (Electricity-Gas)**

**Power Generation + Energy Saving, District Cooling and Heating**

Contribution to decarbonization of global society through electricity sales capabilities and demand creation functions

Response to global demand for improving energy efficiency through market-oriented initiatives

● Participation in downstream energy management and retail businesses to cater to needs that could not previously be addressed and acquire newly created functions

● Scale of under-investigation U.S. ESCO\* market of US\$7.6 billion (No. 2 market after China, which accounts for one-third of global market)

➢ Energy Management : Comprehensive energy management services business that utilizes EaaS and MaaS schemes pertaining to power procurement and sale to companies and individuals, energy conservation proposals, roof-mounted solar power systems, storage batteries, demand response systems, electric vehicles, virtual power plants, and smart housing

➢ U.S. ESCO market scale approx. 30 times Japanese market and of similar size to U.S. solar power market, high growth rate of 7%.  
\*Energy Service Companies: Development of energy service company business model that entails reducing customer utility costs and receiving compensation based on reductions.

● Capital participation in Spanish electricity and gas retailer NEXUS and utilization of associated business platform

● ESCO businesses developed as solution for reducing CO2 emissions and contributing to decarbonization; expansion pursued with focus on municipal government agencies, educational institutions, and hospitals

➢ Plan by Spain, home of No. 4 power market in EU, to increase rate of renewable energy use from current 32% to 72% by 2050

➢ Increase in U.S. CO2 emissions of 200 million tons over past 30 years, reduction of 450 million tons over same period.

● Development of integrated energy solutions businesses in Vietnam and generation of inter-business synergies utilizing industrial park businesses

● Trend toward energy conservation through integrated energy use in Middle East, increasing demand for regional air conditioning

➢ Commencement of roof-mounted solar power system for industrial park (Vietnam) tenants alongside fuel conversion, co-generation, regional air conditioning, and other sophisticated gas projects in energy solutions businesses

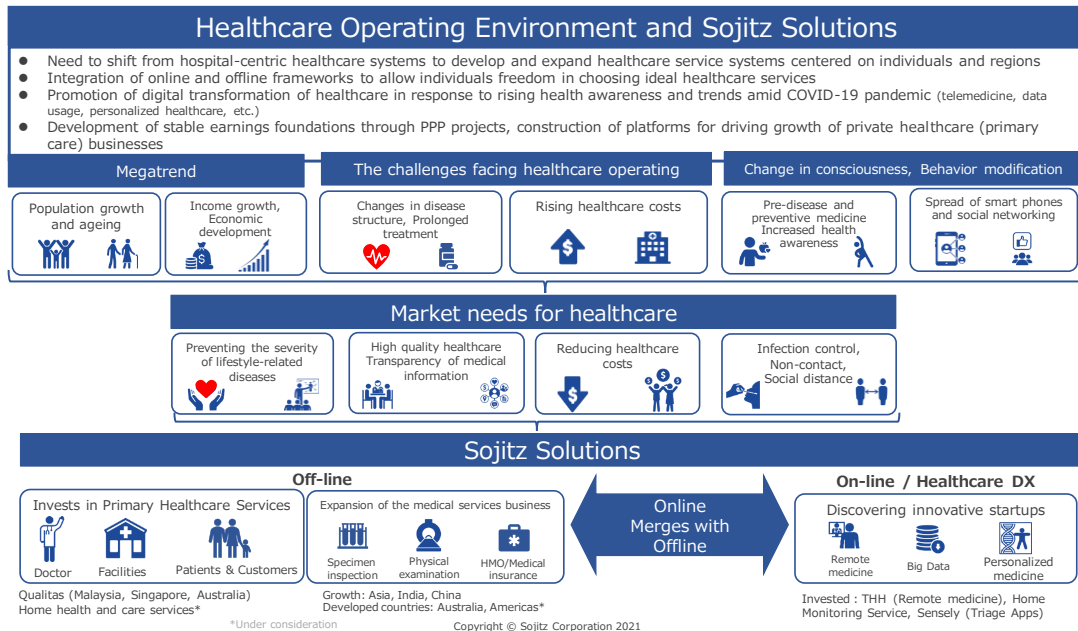
**[Energy Management + Retail]**

- Sojitz is participating as a major shareholder in Nexus Energia S.A., the No. 9 power company in Spain and the No. 5 power company in the new energy field. Nexus is also a company that specializes in renewable energy. A news release detailing this investment was issued in September 2021. Utilizing the platform of this company, we look to expand into the energy as a service and batteries as a service field. Spain is a country that features a particular large amount of renewable energy resources in comparison to other European Union countries. However, despite this robust range of resources, foreign capital providers have been slow to invest in this market, and the spread of renewable energy has not been as great as anticipated as a result. This situation is a result of a change to government feed-in tariff schemes that Spain implemented retroactively in the past. Accordingly, Sojitz will be looking to capitalize on the untapped growth potential in this market.
- It is common for new energy providers to experience downward pressure on performance due the higher prices for procuring electricity seen during the winter. Fortunately, Nexus has already hedged for a large portion of this potential rise in prices, meaning that the short-term impact on performance will be small. However, we also recognize that there will be a need to increase the range of renewable energy sources to which Nexus has access over the medium to long term if this company is to further grow its business. Sojitz thus looks to call upon its experience in order to help Nexus accomplish this task.



## **[Power Generation + Energy Saving and District Cooling and Heating]**

- Sojitz is examining the possibility of participating in downstream renewable energy and district cooling and heating businesses in the United States and the Middle East. It is, of course, important to transition away from fossil fuels and to next-generation power sources like renewable energy, hydrogen, and ammonia. This will thus be an area to which the Infrastructure & Healthcare Division will devote its attention going forward. Another important aspect of the pursuit of carbon neutrality, meanwhile, is energy saving. In the United States, for example, the government administration led by President Joe Biden, is putting its weight behind decarbonization initiatives, meaning that this country is likely to become a massive growth market for energy saving business that is second in the world behind China. Sojitz recently concluded the acquisition of a Pennsylvanian company with strengths in making energy saving proposals to municipal government agencies, educational institutions, and hospitals. Leveraging this company's network, Sojitz will work to improve the environmental value of its energy as a service, renewable energy generation, and distribution warehouse businesses in the United States.
- As has been announced in press releases, we have also successfully closed deals related to upstream and midstream projects during the year ending March 31, 2022. Specifically, these include an independent water and power project in Abu Dhabi of the United Arab Emirates and a solar power project in Australia.



### ● Four Business Areas

- ✓ The Infrastructure & Healthcare Division aims to develop hospital public-private partnership projects in order to build a platform.
- ✓ We also developing the primary care business recently starting in Asia together with specimen inspection, physical examination, image diagnosis, and other peripheral healthcare service businesses, which we will seek to grow through bolt-on investments.
- ✓ Furthermore, we will incorporate remote examination and other digital transformation technologies in order to bolster earnings.
- ✓ The stable earnings generated through our hospital public-private partnership projects will be allocated to driving the growth of our private healthcare, peripheral service, and digital transformation businesses.

### ● Healthcare Operating Environment

- ✓ The global average lifespan continues to increase. In 1950, the average lifespan was 46, but this figure grew to 69 in 2015 and anticipated to rise to 77 by 2060.
- ✓ Meanwhile, the average healthcare costs per person are expected to balloon to 2.5 times the level seen in 2000. In addition, insufficient access to healthcare in certain regions, increases to lifestyles diseases accompanying improvements in standards of living, and rising health consciousness are projected to contribute to exponential growth in healthcare demand.

- There is thus a need to transition from the existing hospital-centric healthcare systems to more patient-oriented healthcare services. Sojitz is responding to this need by accelerating its initiatives in online merges with offline areas through its forays in telemedicine and digital transformation fields.
- There is currently a push to ensure that everyone can access the necessary healthcare services. However, these services cannot be provided completely online. There may, for example, be a need to accommodate people who have to consult with their physician face-to-face in one out of every three checkups. Recognizing this reality, Sojitz has begun developing offline healthcare operations through its entry into the primary care business. In addition, we are examining the possibility of participating in peripheral healthcare service businesses in growth markets, such as India, China, and other parts of Asia, as well as in developed countries like Australia and those in North America.
- Meanwhile, online healthcare initiatives have included innovation investments in remote pressure injury diagnosis company Tetsuyu Healthcare Holdings Pte. Ltd., as well as in Sense.ly Corporation and in peace of mind support services. These online initiatives will be advanced while taking advantage of our offline platform in order to generate synergies.

## Social challenges and changes

- Rapid increase in data traffic accompanying global normalization of smartphones and spread of 5G
- Changes in sources of differentiation between mobile phone service providers from communications infrastructure (base stations, etc.) to enhancement of services and content

Growth of **telecommunications tower** business furnishing operating foundation

## Our strategy

- Development of telecommunications network infrastructure sharing business supporting rise in data traffic accompanying transition to super smart society
- Development of earnings foundations in telecommunications tower business boasting reliability founded on medium- to long-term contracts and growth potential driven by market growth and broadening of business through expansion into in-building communication sharing solutions (IBS), optical fiber, satellite communications, and data centers

## Secure new earnings foundation



Telecommunications Towers



IBS



Optical fiber



Data Centers

## Development of telecommunications tower business promising strong growth and consistently robust long-term earnings as top priority

- Investment in edotco Myanmar/LBS Digital Infrastructure (Philippines) as foothold for expansion into other countries
- Differentiation through supply of lightweight, corrosion-resistant carbon fiber towers (IsoTruss)
- Generation of synergies between physical infrastructure and local communities (microgrids, etc.)

## Expansion into IBS, optical fiber (above ground, undersea), and data centers from telecommunications towers

- IBS : Development as priority business given that 80% of data traffic is concentrated in buildings and customers and business models are similar to those for telecommunications towers
- Optical fiber (above ground, undersea): Field promising strong potential for infrastructure sharing similar to telecommunications towers
- Data centers: Utilization of investment experience in SAKURA Internet to develop data center business amid strong demand for venues for storing and utilizing constantly growing data quantities

## Contributions to improved communications infrastructure and lifestyles through above initiatives

- Data traffic volumes are expected to rise exponentially as a result of economic growth and the spread of 5G technologies. A decade ago, mobile phone service providers would differentiate themselves based on factors like population and regional coverage rates. Today, however, content and service quality are key success factors for beating out the competition.
- Overseas, we are seeing trends toward service providers looking to optimize the costs associated with passive infrastructure, such as base stations and telecommunications towers, by having dedicated companies own these facilities so that service providers can share the costs. This approach has allowed service providers to ramp up their investments in services and thereby provide customers with more convenient services while limiting costs.
- The Philippines is known as the country with the worse mobile phone coverage in Asia. To rectify this issue, the country has been rapidly advancing sharing based on this approach, driven in part by the efforts of the government administration led by President Rodrigo Roa Duterte. Sojitz has already approved plans to advance into this country to develop operations alongside its existing operations in Myanmar.
- Going forward, we will develop in-building communication sharing solutions operations, which entail providing in-building communication networks, based on our substation operations. In addition, we will be advancing optical fiber and data center business. Meanwhile, we will seek to contribute to communities and to local economies through microgrid businesses that utilize the physical infrastructure of telecommunications towers, which include decentralized power supplies and can be found in depopulated areas. Also, with these aims, we will promote remote education and refrigeration facility operations.

Profit for the year attributable to owners of the Company (BN JPY)

**FY2020 Results**

¥8.2bn

One-time Gain/Loss etc.  
¥(1.5)

**FY2020 Steady profitability**

¥6.7bn

**FY2021 Forecast**

Initial Forecast (Apr. 30, 2021)

¥7.5bn

Revised Forecast (Nov. 2, 2021)

¥6.5bn

Forecast revised downwards due to delay of earnings contributions from new and ongoing projects

**Post MTP 20.0bn**

- Structure resilient to operating environment changes
- Ingenuity exercised to swiftly generate cash flows
- New downstream initiatives based on market-oriented initiatives

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- Through these initiatives, we will endeavor to construct an operating foundation that will allow us to consistently generate profit for the year of around ¥20.0 billion, or ¥10.0 billion when market or operating environmental fluctuations adversely impact performance, during the period of the next medium-term management plan.
- Profit for the year amounted to ¥8.2 billion in the year ended March 31, 2021. However, if we exclude extraordinary factors, like the sale of independent power producer assets and the ahead-of-schedule sale of industrial parks, the figure comes to ¥6.7 billion. As for the year ending March 31, 2022, we lowered our forecast for profit for the year to ¥6.5 billion. Major factors behind this decision included delays in the construction of projects for which investment has already been commenced as a result of the COVID-19 pandemic as well as the postponed closing of certain projects. These postponements were seen despite prior requests to push back the start of operation of projects received from off takers in light of the slump in electricity demand that stemmed from the COVID-19 pandemic. If we are able to complete the construction of these projects, we expect to be able to generate steady earnings.
- Infrastructure projects, meanwhile, generally require a significant amount of time to develop and construct, which means that a long-term perspective is required when judging the timing at which earnings will be produced. Furthermore, the cash returns to sponsors tend to be largely concentrated at the tail ends of projects when using project finance and other external funding schemes. This situation can result in figures for cash return on invested capital, one of Sojitz's key performance indicators, being limited. Accordingly, we will be looking to improve these figures through refinancing, re-leveraging, and develop, partial sell-down, and operate schemes.

## Reinforcement of human capital and organization capabilities to develop strong, flexible, and empowered organization.

### Cultivation of Multifaced Backgrounds

#### ① HR Rotation

Organization management prefaced on relocation of division employees every five years

#### Reinforcement of frontline functions

- Acquisition of practical insight and experience related to legal affairs, finances, accounting, taxation, etc.

### Fostering of Development Human Capital

Promotion of multifaceted perspectives and thinking  
- Asset portfolio management

#### Strengthening of frontline capabilities of employees dispatched overseas

- Acquisition of experience in overcoming adversity and capacities for identifying insufficiencies and needs

### Searching for knowledge

#### ② 12 Task Forces

- Creation of new businesses to become earnings pillars in 2030
- Enhancement and evolution of existing business functions
- Improvement of productivity and cultivation of new organizational culture

### Sharing of Experience and Insight and Contribution to Organizations

#### ③ Symbolic actions

- Conversion of individual insight and experience into organization strength
- Development of frameworks for analyzing, utilizing, and applying acquired organization strength
- Encouragement of employees to always view duties, think, and act based on more elevated perspective in order to enhance organizations through above processes

### Ongoing organizational growth

Creation and cultivation of management candidates

Exceeding of expectations as partner

- Fostering human resources will be a top priority for the Infrastructure & Healthcare Division in helping Sojitz realize its vision for 2030 of becoming a general trading company that constantly cultivates new businesses and human capital. We believe that reinforcing human capital and organization capabilities will naturally contribute to increased earnings. Based on this belief, we will look to develop the Infrastructure & Healthcare Division into a strong, flexible, and empowered organization.

### [Initiatives]

- 1. Cultivation of Multifaced Backgrounds  
The Infrastructure & Healthcare Division will seek to reinforce frontline functions through relocation of division employees once every five years, internal and external training, and proactive dispatches of employees to overseas and frontline locations. We will also promote multifaceted perspectives and thinking through cross-organizational management of the division's asset portfolio.
- 2. Search of Knowledge  
Positioning mid-level employees that have not yet been promoted to line manager positions as leaders, we will implement workstyle reforms aimed at reducing workhours by 15%. At the same time, we will deploy 12 taskforces to identify business areas with the potential to grow into earnings pillars in 2030, such as those related to population aging, 5G and 6G technologies, and logistics.

- 3. Symbolic Action

We look to convert the insight and experience of individuals into organization strength while developing frameworks for analyzing, utilizing, and applying the organization strength acquired in this manner. The markets that can be addressed based on the experience of a single individual are limited. It is for this reason that we are committed to converting this experience into strength for the entire organization.

- The functions of the Infrastructure & Healthcare Division include fully utilizing our human capital to create business platforms, forming organic relationships with partners to supplement lacking functions, and fostering harmony with the environment and relationships with government agencies, society, and other stakeholders. By practicing such creation, connection, and fostering on the individual and organizational level, we will achieve ongoing organizational growth while contributing to society as an expectation-succeeding partner.



**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.