Maximizing Business Value Where Sojitz’s “Two Types of Value” Overlap

Sojitz has taken on the challenge of maximizing our business value where our two types of value, “Value for Sojitz”, and “Value for Society”, overlap. We do this while understanding the needs of different places across the world, exercising various capabilities and putting management decisions into practice with speed. Creating continuous prosperity for all our stakeholders—that is our company’s raison d’être.

Sojitz’s Value Creation Model

![Sojitz’s Value Creation Model Diagram]
Creating “two types of value”

Sojitz aims to create “two types of value.” The first is “value for Sojitz,” which means enhancing our business foundation and sustained growth, and the second is “value for society,” which includes the development of local economies and environmental preservation.

Strengthening human resources

Human resources are the greatest business assets for a trading company. We are working to understand needs around the world and to enhance our human resource capabilities to create value based on the keywords of genba-yoku, speed and innovation, making this a source of value creation for Sojitz.

Exercising our capabilities through new ideas

We are always exercising our capabilities through trading, investments in interest, and business investments, with new ideas, looking ahead to the future and quickly expanding our business in advance of the fast-moving changes in the external environment and the diversification of needs.

Practicing strategies and governance that will create sustained growth

Sojitz anticipates business opportunities and risks based on the uncertainty of the external environment, and engages in disciplined investments, loans and risk management. In so doing, we create clusters of revenue-generating businesses and construct a foundation for sustained growth.

Building a robust business foundation

Business locations and partnerships that reach countries across the world, trust-based relationships with customers in different regions that have grown over many years, and brand power: the solid business foundation that Sojitz has built up supports sustained growth.

Business Foundation

<table>
<thead>
<tr>
<th>Business Expertise</th>
<th>Social and relationship capital</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Intellectual capital on the front lines</td>
<td>Relationship of mutual trust with customers and the ability to make proposals</td>
<td>Visibility that demonstrates the Company’s unique strengths</td>
<td>Synergy created by our global network</td>
</tr>
<tr>
<td>Financial capital Disciplined financial management</td>
<td>Human capital Talented people who can create value</td>
<td>Domestic and Overseas Bases</td>
<td>Natural Capital Every environmental resource that supports lifestyles and industry</td>
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