WHERE WE’RE GOING

Taking on the Challenge of Future Growth

April 2012 – March 2015
Strengthen Foundations in Pursuit of Growth
- Change for Challenge

Profit for the Year
(Attributable to Owners of the Company)
(Billions of Yen)

April 2015 – March 2018
Tackle New Challenges on the Path Toward Future Growth
- Challenge for Growth

April 2018 – March 2021
Achieve Steady Growth
- Commitment to Growth

Initiatives Supporting Steady Growth

- Accumulation of quality assets
- Disciplined balance sheet and cash flow management

Taking on the Challenge of Further Growth

- Challenging ourselves in new areas
- Strengthening governance

A Foundation That Supports Sustained Growth

- Human resources development
- Promotion of sustainability management

Profit for the Year (Attributable to Owners of the Company)
(Billions of Yen)

2013.3 2014.3 2015.3 2016.3 2017.3 2018.3 2019.3

13.4 27.3 33.1 36.5 40.8 56.8 70.4
Sojitz is currently implementing the Medium-Term Management Plan 2020 “Commitment to Growth” (MTP 2020) over three years starting from April 2018. Through this plan, we are further strengthening our business foundation and accumulating clusters of revenue-generating businesses, establishing a strong corporate body that will make sustained growth possible. This will also lead to further strides forward during and after our next medium-term plan.

### After Medium-Term Management Plan 2020

**Further Growth**

<table>
<thead>
<tr>
<th>Achievements in the year ended March 2019</th>
<th>Financial targets</th>
<th>Progress in the year ended March 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Continued and increased the value of investments and loans centered on non-resources</td>
<td>Profit growth of approx. 10% from the previous year</td>
<td>Achieved</td>
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<tr>
<td>• Implemented continuing asset replacement</td>
<td>Profit for the final year of the MTP: ¥75.0 billion or more</td>
<td>Doing well</td>
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<td>• Made effective use of the M&amp;A Management Office</td>
<td>ROA 3% or above</td>
<td>Cleared</td>
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<tr>
<td>• Posted stable cash flows towards positive cash flow over medium-term management plan period</td>
<td>ROE 10% or above</td>
<td>Cleared</td>
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<tr>
<td>• Constructed systems to promote innovation</td>
<td>Positive core cash flow over medium-term management plan period</td>
<td>Doing well</td>
</tr>
<tr>
<td>• Initiated various measures to maximize employee capabilities</td>
<td>NET DER: 1.5 times or lower</td>
<td>Doing well</td>
</tr>
<tr>
<td>• Set up an Internal Audit Committee</td>
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<tr>
<td>• Constructed governance systems for acquired companies</td>
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<tr>
<td>• Introduced a variety of measures to maximize employee capabilities</td>
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<td>• Improved external awards and commendations such as the Certified Health &amp; Productivity Management Organization (White 500) and Nadeshiko Brand</td>
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<td>• Held stakeholder dialogues with experts</td>
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<td>• Announced endorsement of the Sustainability Challenge and the TCFD</td>
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<td>• Publicized our coal-fired power generation and thermal coal interests business policy</td>
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**Disciplined balance sheet and cash flow management**

- Strengthening governance
- Human resources development
- Promotion of sustainability management
- Accumulation of quality assets

**Initiatives Supporting Steady Growth**

- Taking on the Challenge of Further Growth
- A Foundation That Supports Sustained Growth
- Challenging ourselves in new areas