Financial Accounting Standards Foundation (FASF)



November 28, 2023

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Notice Regarding Outline of Medium-term Management Plan 2026

Sojitz hereby announces the formulation of the Outline of Medium-term Management Plan 2026 for the next medium-term management plan to be implemented for the period between FY2024 and FY2026.

For further details, please see the attachment.



New way, New value

Outline of Medium-Term Management Plan 2026

November 27, 2023
Sojitz Corporation

Caution regarding Forward-looking Statements and Original Language:

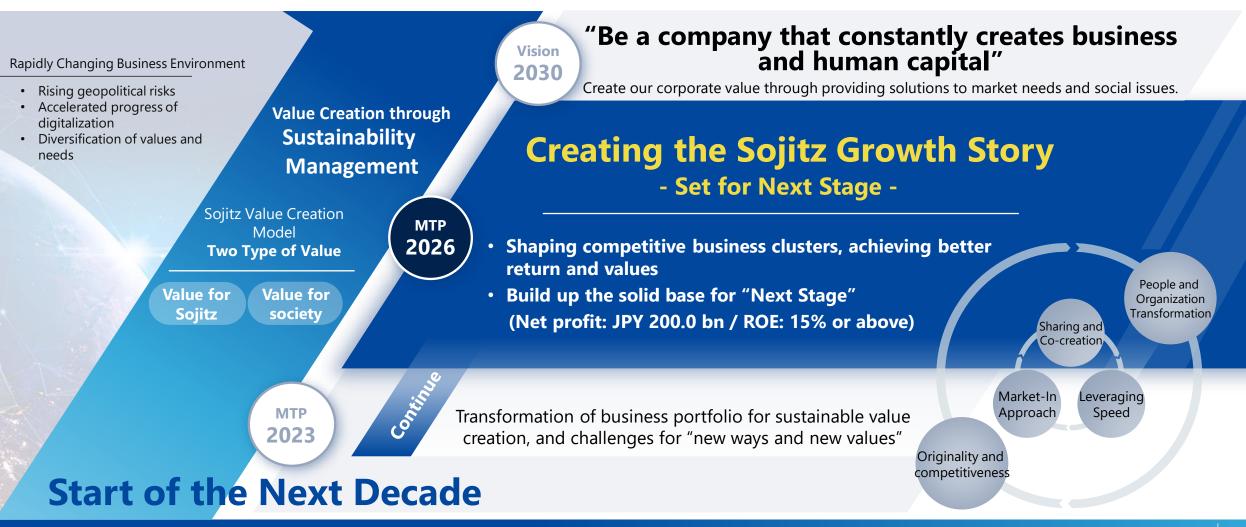
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Sojitz Group Statement

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





Creating the Sojitz Growth Story - Set for Next Stage -

- Continuing growth investments to branch out and broaden operations
- Improving quality of portfolio by forming competitive and scalable business clusters
- Proving solutions and values to meet market needs and address social issues leveraging Sojitz's unique function.

Reinforcing Business Base Enhancing Human Capital

- Development of diverse people who proactively take on new challenges to pursue business creation
- Strengthening of middle management to create organization where individual can exercise their full potential
- Flexible mobilization of human capital and development of people with diverse skills and experiences to create new business
- Flexible allocation of human capital in response to changes in the business environment

Digital Transformation "Digital in All" - All-in Approach toward Digital Transformation

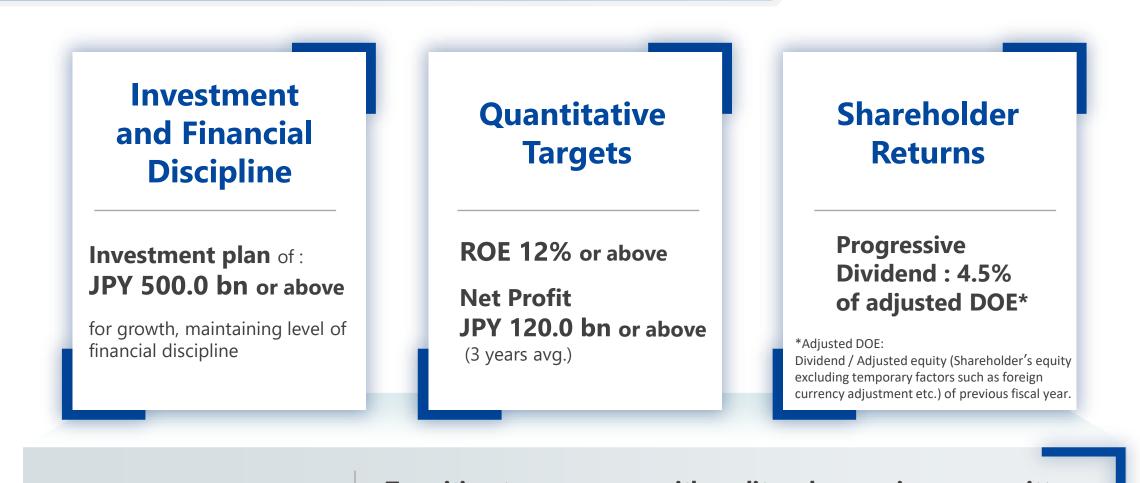
• Value creation by the power of digital technologies

ESG Management

Enhancing corporate governance systems and providing solutions to environmental and social issues

Medium-Term Management Plan 2026 Quantitative Targets and Shareholder Returns





Corporate Governance

Transition to a company with audit and supervisory committee to enhance the quality and speed of the management decisions and achieve sustainable growth for Sojitz group