

Financial Accounting Standards Foundation (FASF)



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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.

# Outline of Medium-Term Management Plan 2026

November 27, 2023

**Sojitz Corporation**

Caution regarding Forward-looking Statements and Original Language:

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 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. The Company has no responsibility for any possible damages arising from the use of information on this material, nor does the Company have any obligation to update these statements. This document is an English language translation of the materials originally written in Japanese. In case of discrepancies, the Japanese version is authoritative and universally valid.

Sojitz Group Statement

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

Rapidly Changing Business Environment

- Rising geopolitical risks
- Accelerated progress of digitalization
- Diversification of values and needs

Value Creation through  
**Sustainability  
Management**

Sojitz Value Creation  
Model  
Two Type of Value

Value for  
Sojitz

Value for  
society

Vision  
2030

**“Be a company that constantly creates business  
and human capital”**

Create our corporate value through providing solutions to market needs and social issues.

## Creating the Sojitz Growth Story - Set for Next Stage -

MTP  
2026

- Shaping competitive business clusters, achieving better return and values
- Build up the solid base for “Next Stage”  
(Net profit: JPY 200.0 bn / ROE: 15% or above)

MTP  
2023

Continue

Transformation of business portfolio for sustainable value creation, and challenges for “new ways and new values”

**Start of the Next Decade**



# 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**

## Investment and Financial Discipline

Investment plan of :  
**JPY 500.0 bn or above**

for growth, maintaining level of  
financial discipline

## Quantitative Targets

**ROE 12% or above**

**Net Profit**  
**JPY 120.0 bn or above**  
(3 years avg.)

## Shareholder Returns

**Progressive  
Dividend : 4.5%**  
**of adjusted DOE\***

\*Adjusted DOE:

Dividend / Adjusted equity (Shareholder's equity  
excluding temporary factors such as foreign  
currency adjustment etc.) of previous fiscal year.

## 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