



Financial Results for the Year Ended March 31, 2022

**Progress of Medium-Term Management Plan 2023
– Start of the Next Decade –**

**May 2, 2022
Sojitz Corporation**

- First of all, we are deeply concerned about the situation in Russia and Ukraine, which has been reported daily, and we take it very seriously.
- We are engaged in business with the support of various people in our global network.
- We sincerely hope that this situation will be resolved soon and that all the people will be able to return to normalcy and world peace will come back as soon as possible.

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 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.

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.

Notes

- **"Profit for the period / year attributable to owners of the Company"** is described as **"Profit for the period / year."**
- **"Total equity attributable to owners of the Company"** is recognized as **"Total equity"** and is also used in the denominator of the **"Net DER"** and the numerator of the **"Equity ratio"**.
- **"Selling, general and administrative expenses"** is referred to as **"SG&A expenses."**
- **"Medium-term Management Plan 2023."** is referred to as **"MTP2023"**. The same applies to "MTP2020" and "MTP2017".
- **"Core operating cash flow"** = Cash flow after deducting changes in working capital from operating cash flows calculated for accounting purposes
- **"Core cash flow"** = Core operating cash flow + Post-adjustment, net cash provided by (used in) investing activities – Dividends paid – Purchase of treasury stock
(Post-adjustment, net cash provided by (used in) investing activities are net cash provided by (used in) investing activities after adjustment for changes in long-term operating assets, etc.)

MTP2023 –Start of the Next Decade-

Sojitz *New way. New value*

FY2021 Summary of Operating

★ Accomplished highest profit for the year since Sojitz established

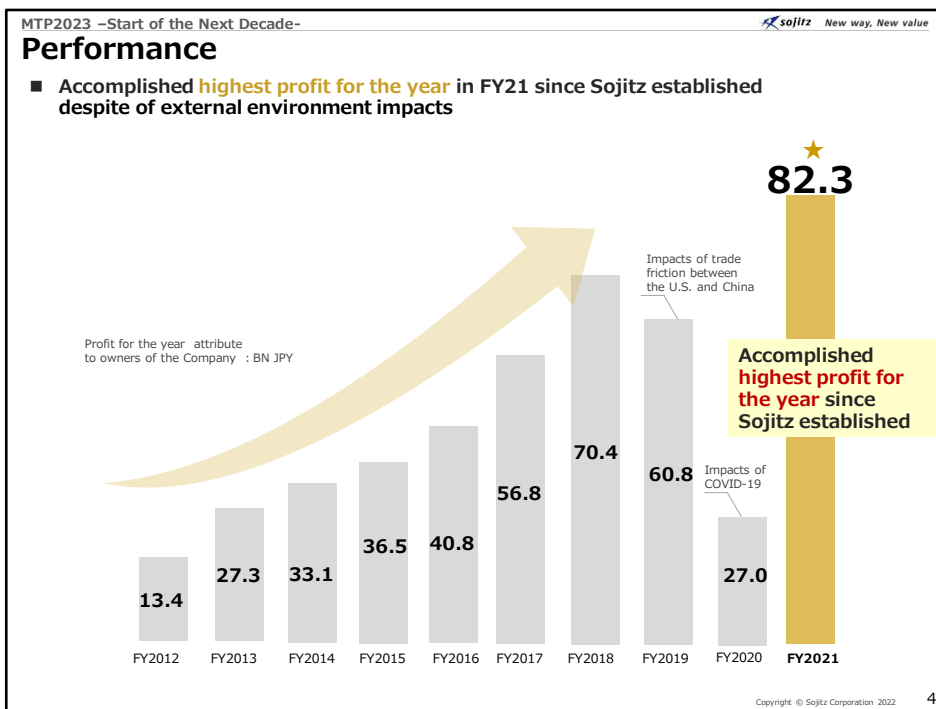
Profit for the year	¥82.3 bn	■ Increased significantly to ¥82.3 bn due to rise in coal prices and strong non-resource businesses
Core operating CF	¥128.7 bn	■ Recovery of automotive and chemicals from COVID-19 pandemic and contribution from steady market conditions
NET DER (Times)	1.1 x	■ Accelerating investment, while maintaining disciplined financial foundation
Investment Results	¥150.0 bn	■ Invested ¥150.0 bn out of ¥330.0 bn (MTP2023)
ROE, ROA	ROE 12.2% ROA 3.3%	■ Targeting ROE of more than 10% (avg.) through MTP2023 and ROA of more than 3% in the final year of MTP2023
Share price	+29% UP	■ FY21's high* ¥2,102 *Closing price ■ FY21's closing* ¥2,017 *As of the end of Mar. 2022
PBR	0.64 x	■ Targeting PBR of 1.0x or above through MTP2023 and improving our corporate value
Shareholder Returns	Annual Dividend ¥106 Compared to previous year ¥56 UP	■ Consolidated payout ratio of 30.1% Interim dividend of ¥45, year-end dividend of ¥56 <small>* The Company conducted a five-for-one share consolidation of common shares of stock effective October 1, 2021.</small>

FY2022 Forecast

Profit for the year	¥85.0 bn	ROE	11.4 %	Shareholder Returns
Core operating CF	¥113.0 bn	ROA	3.2 %	¥112 Annual dividend forecast
NET DER (Times)	1.1 x	Forecast of Investment amount	¥150.0 bn	

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- I will begin by explaining the results of the first year toward the achievement of the Medium-Term Management Plan 2023 announced last year, as well as our future efforts.
- In the fiscal year ended March 31, 2022, we achieved our highest ever profit of ¥82.3 billion, despite a year of uncertainty due to the impact of the new coronavirus infection, which has repeatedly expanded and converged, and Russia's invasion of Ukraine at the end of the fiscal year.
- Underlying operating cash flow increased by ¥68.5 billion from the previous year to ¥128.7 billion, steadily generating cash-bearing profits.
- Regarding shareholder returns, the Board of Directors has resolved to pay a year-end dividend of ¥61 per share, for an annual dividend of ¥106 per share, which will be presented at the general meeting of shareholders scheduled for June 17.
- The year-end dividend will be increased by ¥3 from the latest dividend forecast of ¥58 per share announced at the time of the announcement of financial results for the third quarter of the fiscal year ended March 31, 2022. The annual dividend will be ¥56 higher than the previous year.
- The dividend payout ratio will be 30.1%.



- This is the trend of profit for the year attributable to owners of the Company for the past 10 years.
- Since FY2012, we have achieved seven consecutive fiscal years of profit growth through the stages of solidifying the foundation for growth and taking on challenges, such as improving the quality of assets through asset replacement and expanding and creating business areas that will generate a mass of earnings.
- In the most recent two years, however, profits declined YoY due to changes in the business environment, such as the global economic slowdown triggered by the US-China trade friction and the spread of the new coronavirus infections.
- Under these circumstances, we launched our Medium-Term Management Plan 2023 - Start of the Next Decade - last April.
- In the fiscal year ended March 31, 2022, the first year of this plan, despite changes in the external environment, we posted a record profit of ¥82.3 billion due to a recovery in automotive businesses, material-related businesses such as steel and chemicals, and rising commodity prices for coal.

FY2021 Summary

- Profit for the year increased significantly compared with previous year to **¥82.3 bn** in reflection of strong coal prices and steady progress seen in non-resource business
★Record high
- Strong core operating CF, generating profit with cash
- Provision recorded for thermal coal assets to preemptively address potential future stranded asset risks as part of decarbonization initiatives

	FY20	FY21	Difference		(BN JPY)	FY20	FY21
Profit for the year	¥27.0bn	¥82.3bn	+¥55.3bn	Profit for the year		27.0	82.3
Core operating CF	60.2	128.7	+¥68.5bn	Automotive		1.1	7.1
ROE	4.5%	12.2%	+7.7%	Aerospace & Transportation Project		1.8	4.7
ROA	1.2%	3.3%	+2.1%	Infrastructure & Healthcare		8.2	6.6
Dividends	¥50	¥106	+¥56 UP	Metals, Mineral Resources & Recycling		(1.8)	34.1
Total equity	619.0	728.0	+¥109.0bn	Chemicals		5.8	12.6
NET DER	1.0x	1.1x	+0.1X	Consumer Industry & Agriculture Business		4.6	6.4
Investment	¥96.0bn	¥150.0bn	+¥54.0bn	Retail & Consumer Service		4.9	5.0
				Others		2.4	5.8

- This slide shows the financial summary and results by segment for the fiscal year ended March 31, 2022.
- Details will be explained by the CFO and questions will be answered during the Q&A session later.

Cash Flow Management

- Maintain positive six-year aggregate core cash flow during MTP2023

	MTP 2020 3-Year (Aggregate) (FY18–FY20)	FY21	MTP2023 3-Year Target (Aggregate) (FY21–FY23)
Core operating cash flow	¥219.0 bn	¥129.0 bn	Approx. ¥240.0 - ¥250.0 bn
Asset Replacement (Investment recovery)	¥170.0 bn	¥62.0 bn	Approx. ¥100.0 bn
New investments and others	¥(262.0) bn	¥(148.5) bn	Approx. ¥(330.0) bn
Shareholder Returns (*1)	¥(71.0) bn	¥(32.0) bn	Approx. ¥(70.0) bn
Core cash flow	¥56.0 bn	¥10.5 bn	Positive (MTP2020 and MTP2023 6-year period)
Free cash flow	¥108.0 bn	¥(74.0) bn	

*1 Includes acquisitions of treasury stock

- For cash flow management, we planned ¥ 330.0 billion in new investments, including non-financial investments, over the three-year period when we announced MTP2023. In FY2021, we were able to execute approximately ¥150.0 billion in investments, although there were some delays in executing investments due to the coronavirus crisis.
- We will manage a positive aggregate core cash flow over the six year period as originally planned.

Progress in the First Year and focus initiatives of MTP2023

	FY2021	FY2022 -
External Environment	Impacts of COVID-19	New Normal society in this age of coronavirus Geopolitical Risks (Russia-Ukraine situation)
To real growth ■ Competitiveness ■ Pursuit of growth market	Conducting and accelerate new investments Drastic reforms in the earnings structure of existing business	Corporate and Employee Transformation/Sustainable Management
Improvement Of ROE Enhancement of earnings power Improvement in capital efficiency	Steady Investment in Focus Creas ■ Investment of ¥150.0 bn in focus areas (including non-financial investments) ■ Essential infrastructure investments for addressing social needs ■ Retail field investments based on market-oriented perspective ■ Development and revision of portfolios to instill growth potential (including asset replacement targeting underperforming businesses) ■ Establishment of division-specific CROIC targets ■ Recording of provisions to address potential future stranded asset risks (fossil fuel interests, etc.)	Growth of Existing Businesses, Steady Profit Generation, and Investment Acceleration ■ Concrete initiatives in healthcare and circular economy fields ■ Acceleration and redoubling of initiatives in Southeast Asia and other growth markets ■ Generation of earnings from investments conducted under MTP2023 ■ Compensation for delays in earnings contributions from prior investments (Saigon Paper, MSV, etc.)
Reduction of cost of capital Non-financial efforts and disclosure	Foundations Supporting Value Creation Strategies and Sustainability Challenge-Related Initiatives ■ Response to decarbonization trend and supply chain human rights issues ■ Steady reduction of cross-shareholdings ■ Implementation of human capital management practices and establishment of dynamic and flexible, data-driven KPI targets ■ Construction of digital systems for driving future business transformation	
Dividends Consolidated payout ratio of 30% Lower limit for Dividend	Stable and Continuous Dividend Payments ■ Annual dividends is ¥106 per share (Increase Compared to previous year ¥56 UP)	■ Stable and continuous dividend payments targeting dividend payout ratio of approx. 30%

- Here is my review of the first year of MTP2023.
- First, to improve ROE, in the enhancement of earning power, we accelerated the accumulation of assets centered on essential infrastructure that responds to social issues and needs, as well as investments in the retail business area, mainly in Japan.
- As a result, we were able to accumulate ¥150.0 billion in investments in the first year of the MTP2023, which we believe is almost in line with the plan.
- In addition, we have taken steps to avoid future stranded assets, such as fossil fuels, and to continuously replace assets, as well as to review our business portfolio to transform existing businesses, and we believe we have made some progress.
- Regarding non-financial initiatives, we are shifting to data-driven human capital management practices based on the idea that the source of our value creation is human resources.
- As we have set as a goal in our Sustainability Challenge, we have also been firmly committed to addressing climate change in order to realize a decarbonized society.
- As a result, we have received high acclaim, winning the Grand Prize at the 1st NIKKEI Integrated Report Awards.
- We will continue to accelerate our financial and non-financial efforts to achieve a price book-value ratio(PBR) of 1.0 times or above, one of the quantitative KPIs of MTP2023.

Investment for Growth Strategy · Focus areas

Focus area under MTP2023	Investment in FY2021	Major cases
<p>Current steady growth</p> <p>Infrastructure & Healthcare</p> <p>Essential infrastructure development and service provision as a social issue</p>	¥70.0bn	<ul style="list-style-type: none"> ■ ESCOs in the U.S. (Energy Conservation Business) ■ Natural gas-fired power and desalination project in Middle East ■ Gas retail business in Nigeria, Africa ■ Electricity retail in Spain, Europe ■ Solar power business in Australia ■ Hospital PJ in Australia ■ Telecommunications tower business in Philippine ■ Office building development PJ in Philippine
<p>Capture growth from a growing market</p> <p>Growth market x Market-oriented initiative</p> <p>Strengthening efforts in retail areas in growth market such as ASEAN and India</p>	¥62.0bn	<ul style="list-style-type: none"> ■ Acquires full ownership of the Marine Foods * ■ Collaborate with Vinamilk, a major company in Vietnam (Established a sales Company for Beef Products) ■ Initiatives with Royal Holdings ■ Tender offer for shares of JALUX ■ Established new joint venture in rental residential value add business with Goldman Sachs <p><small>* Marine Foods ... Aquaculture food product manufacturing, processing, and sales business operator Marine Foods</small></p>
<p>Reformation of conventional business model</p> <p>Materials & Circular economy</p> <p>Deepening the 3R (Reduce, Reuse, Recycle) businesses</p>	—	<ul style="list-style-type: none"> ■ Agreement reached to establish joint venture with Braskem in Brazil for purpose of creating plastic materials entirely from biomass ■ Development of competitive businesses matched to social needs in conjunction with chemical recycling initiatives in Japan

※No investment in FY21

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8

- Let me explain in more details about focus areas in our growth strategy.

<Infrastructure & Healthcare>

- First, in the infrastructure and healthcare area, we invested in an energy conservation service company in the US, which will serve as a foothold to realize a decarbonized society, a Middle East gas-fired IPP and desalination business, and a gas retail business company in Nigeria, Africa, as initiatives to support sustainable growth in emerging countries.
- Among them, we are considering using electricity generated by a 240-megawatt solar power plant in Queensland, Australia, in which we invested last year, for our Gregory coking coal business, also in Australia. In rooftop solar generation business in Vietnam, solar power generation equipment was installed on the roofs of industrial parks operated by the Company, and the power generated was used within the industrial parks. This is an evolution from our previous approach.
- It is a steady effort, but we will promote it so that the essential infrastructure business we are building up will contribute to a global decarbonized society.

<Growth market x Market-oriented initiatives>

- The second focus area is retail initiatives in growth markets such as Southeast Asia and India.
- By investing in the Royal Holdings Group and Marine Foods, a marine food processing company, we will combine their strengths in content and functionality with our global network to expand into overseas growth markets in the future.

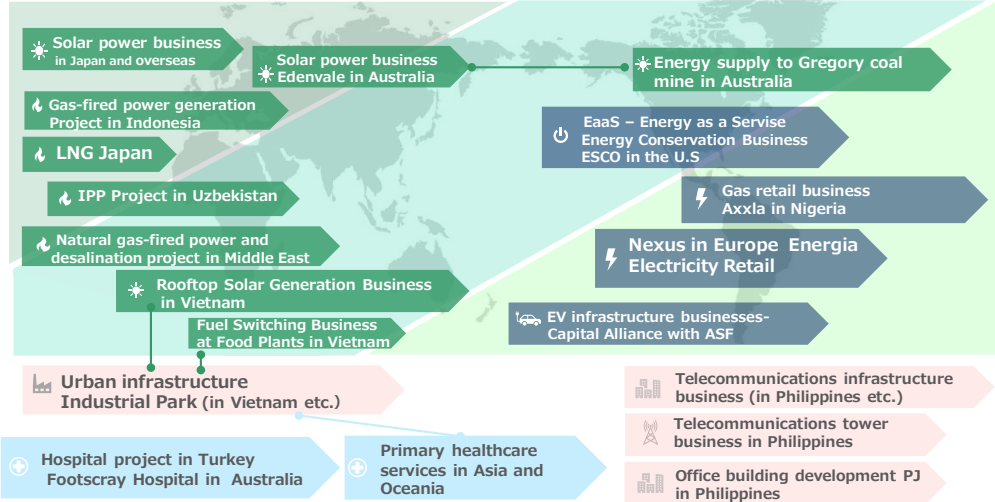
<Materials & Circular economy>

- In the third focus area, materials and circular economy, we unfortunately were unable to accumulate new assets in FY2021, but we will continue to seed future businesses that could contribute to earnings in the post MTP2023.
- While carefully selecting projects, we plan to execute investments in projects that will contribute to future growth in addition to strengthening the existing business base.

Essential Infrastructure, Energy solution, and Healthcare

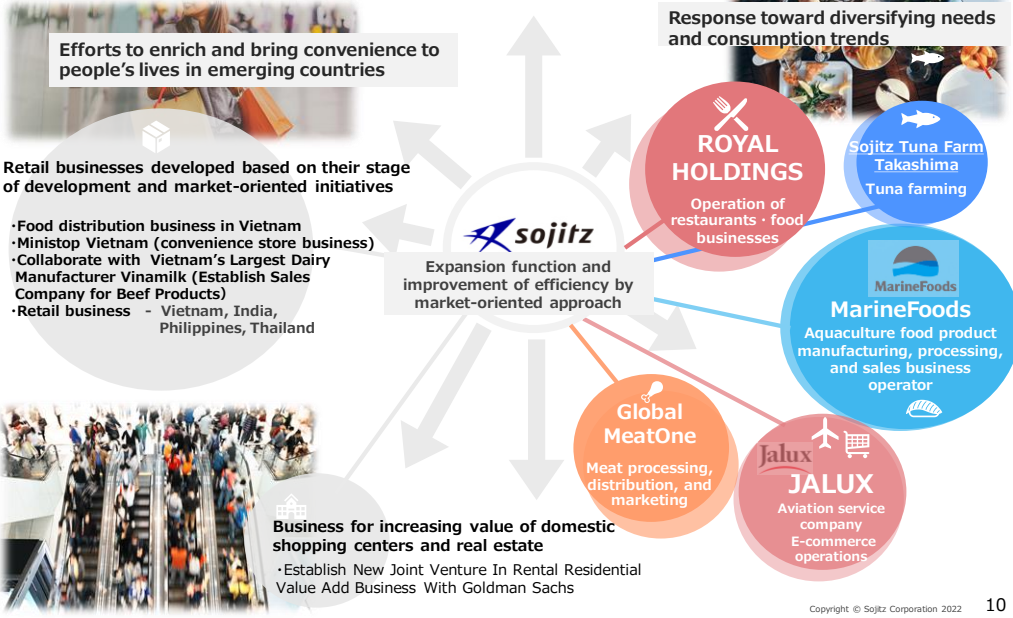
- Strengthening of upstream (project development) and midstream (business operation) operations and advancement of new downstream (expansion of revenue opportunities) initiatives through acceleration of project development and extensive market-oriented focus
- Enhancement of competitiveness through acquisition of platform businesses that facilitate ambitious undertakings and strengthening of functionality (bolt-on investments, integration) to boost competitiveness.
- Development of stable earnings foundations through PPP projects, building a foundation for growth in medical and healthcare solutions that respond to social issues and needs.

Realize prosperous and sustainable local communities by providing advanced social infrastructure that balances economic growth and reduced environmental impact

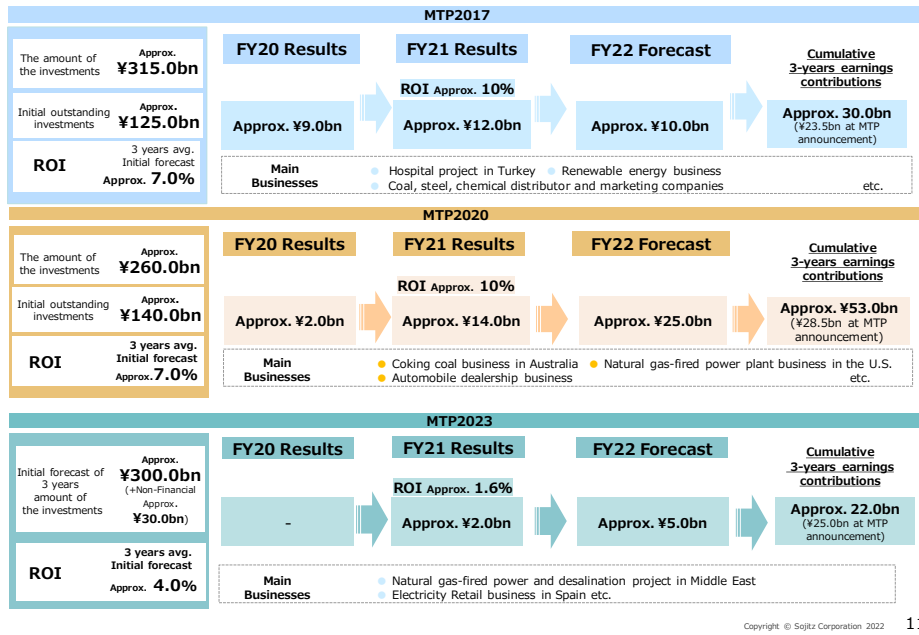


Growth Market × Market-Oriented Initiatives

- Acquisition of new functions through multiple investments in domestic retail field to prepare for periods during and after COVID-19 pandemic
- Ongoing expansion of functions and broadening of businesses in ASEAN and other growing markets



Investment Progress – MTP2017, MTP2020, and MTP2023



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- Regarding returns from investments, while it is true that some of the projects are lagging behind in earnings due to the impact of COVID-19, we are showing that overall we are generating returns as planned or even exceeding them, based on the strong performance of infrastructure-related and materials-related projects.
- We are working on various improvement measures one by one in the field and will continue to make efforts to achieve steady profitability.

FY2022 Policy for initiatives

1. Operating environment outlook - Resilience to uncertainty

- Rising uncertainty due to geopolitical risks (need to assess impacts of and responses to Russia–Ukraine situation)
- Prolongation and normalization of COVID-19 pandemic creating new normal for society
- Expectations to address social issues and practice ESG management to contribute to decarbonization and accomplishment of SDGs
- Faster and more widespread digitization trend
- Inflation due to monetary easing followed by responsive interest rate hikes

2. Steady implementation of growth strategies - Acceleration of corporate value improvements

- Improvement of earnings compacity and competitiveness of prior investments
 - Funding of investments based on sophisticated strategies and needs in focus areas
 - New initiatives in healthcare, material, circular economy, and other fields
- Forecast amount of the investments in FY2022 Approx. ¥150.0bn**

3. Organizational and human resource reforms

- Continuation of human capital management approach positioning diversity as a source of competitiveness
- Aggressive and preparative digitization initiatives and systematic development of digital-proficient human resources
- Transformation of organizations

- This slide shows the policy for the FY2022 initiative.
- For more information, we will have time for the QA session later in the meeting, and we will try to answer any questions you may have.
- Next, I will explain the non-financial aspects of our business, which are the foundation of our sustainable value creation.

Sustainability Challenge (Decarbonization, Supply Chains Human Rights)

Progress of Climate Change initiatives

- Focus on **measurement and tracking** of Scope 1 and 2 emissions while positioning the first year of medium-term management plan as phase for implementing sustainability measures
- Commencement of discussions for addressing **Scope 4 emissions (avoided emissions)** to capitalize on opportunities while developing understanding of and responding to carbon credits, Scope 3 emissions, and other new standards

Reduction	Scope 1,2	: Response to pressure to reduce Company CO ₂ emissions and fulfilment of obligation for contributing to decarbonization
Risks	Scope 3	: Assessment of dependence on industries subject to high stress for reducing CO ₂ emissions
Chance	Scope 4	: Avoided emissions

Progress of Greenhouse Gas Emissions Reduction Initiatives

Sojitz's business	Supply Chain									SCOPE4
	Category 1	2	3	4 and 9	10	11	12	15	5,6,7,8,13,14	Substitute article and Opportunity
	Purchased Goods and Services	Capital Goods	Not included in Scope 1+2	Upstream and Downstream Transportation	Processing of Sold Products	Use of Sold Products	End-of-life Treatment of Sold Products	Investments (Mainly equity)	Waste, Leased assets, Business travel, Commuting, and Franchises	
Generation of electricity	Coal Mining Thermal coal interests	Manufacture of heavy machinery for mining	Procurement of fuel for coal mine use	Transportation	-	Coal-fired power plants None	-	Coal interests Thermal coal interests	A few	Gas-fired power generation and renewable resource power generation projects
	Oil drilling	Manufacture of oil fields and power plants	Procurement of fuel for oil fields and power plants	Transportation	-	Oil and gas-fired power plants Power plants	-	Power plant interests Power plants	A few	Energy conservation service business and renewable resource power generation projects
<Risks> Pressure to abolish and cut coal-fired power generation <Opportunities> Renewable energy business/ Gas-fired power generation and energy conservation service business which can be substitution during transition term										

Supply Chains Human Rights

- Identification of issues and development of PDCA cycle for risk assessment through risk management discussions with group companies in response to rising international pressure to address human rights issues

<Human rights framework as defined by the UN Guiding Principles on Business and Human Rights>



- The Sustainability Challenge as a long-term vision for 2050 includes the challenge to realize a decarbonized society and respect for human rights.
- While accelerating the reduction of the Group’s CO₂ emissions and improving its structure for the coming decarbonized society through its business, the Group will take this change as a new opportunity to build new businesses in a wide range of fields.
- Based on this policy, we focused on measurement and tracking in the first year of MTP2023.
- We will steadily reduce Scope 1, 2, and fossil fuel interests businesses.
- For Scope 3, we will examine ways to measure emissions to understand the risks associated with decarbonization in our supply chain.
- Furthermore, we have begun discussions on the definition of Scope 4 as the amount of contribution to global CO₂ reduction.
- In addition, in an effort to respect human rights in the supply chain of a wide variety of industries, we have confirmed the conditions for handling human rights risks in the Group at each of our business sites and confirmed that no major problems have arisen.

Sustainability Challenge

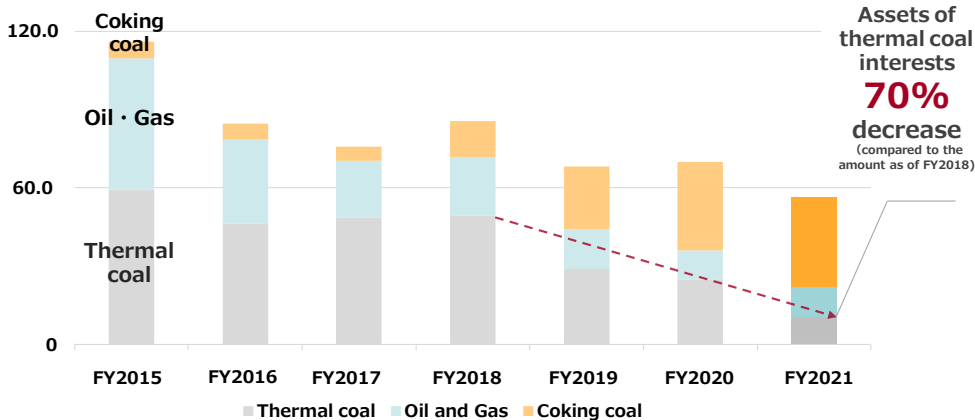
Decarbonization initiatives

Results in reductions of Coal, Oil, and Gas Assets - Interest assets

Decarbonization Target to achieve net-zero emissions

Scope1	Reduce emissions 60% by 2030; achieve net-zero emissions by 2050
Scope2	Net-zero emissions by 2030
Scope3	Thermal coal interests : Reduce interests to half or less by 2025, Zero interests by 2030
	Oil interests : Zero interests by 2030
	Coking coal interests : Zero interests by 2050

■ Based on book value
■ BN JPY

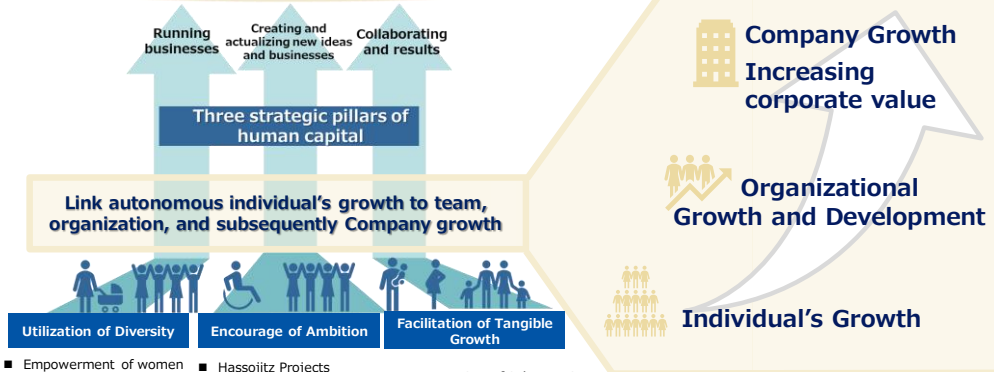


- Here we show the results in reduction of our coal, oil, and gas assets.
- In particular, the target for thermal coal interests is reduced half or less by 2025 and to zero interest by 2030, but as shown in the graph, the target has already been implemented faster than originally planned, with a 70% reduction based on FY2018.

Human Capital Management to Cultivate Human Capital That Can Generate Value

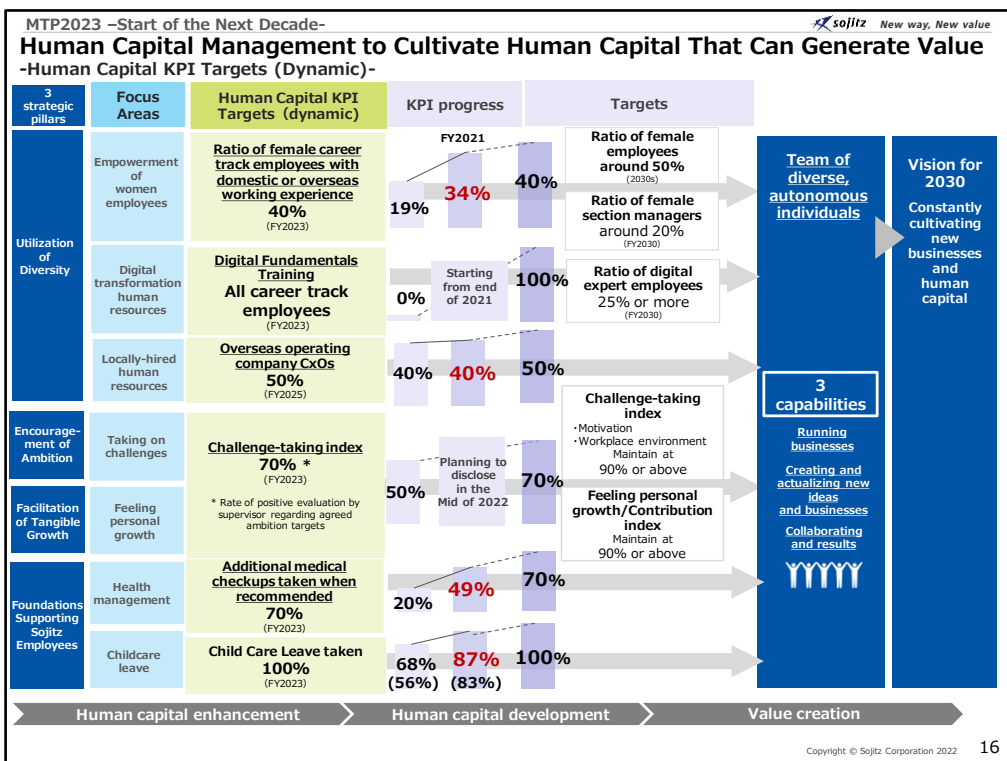
- Sojitz will assemble a team of diverse, autonomous individuals, make innovations, and create value, by strengthening Three Strategic Pillars of Human Capital and Three Capabilities of the Human Resource Strategies

Our vision : Team of diverse, autonomous individuals



- | | | |
|--|---|---|
| <ul style="list-style-type: none"> ■ Empowerment of women employees ■ Mid-career hires ■ Sojitz Alumni ■ Overseas operating company CxO ...etc | <ul style="list-style-type: none"> ■ Hassojitz Projects ■ Sojitz Professional Share ■ Support for entrepreneurs and independent businesses ...etc. | <ul style="list-style-type: none"> ■ Promotion of job rotation ■ Evaluation System (Feedback) ■ Human Resources Data |
|--|---|---|

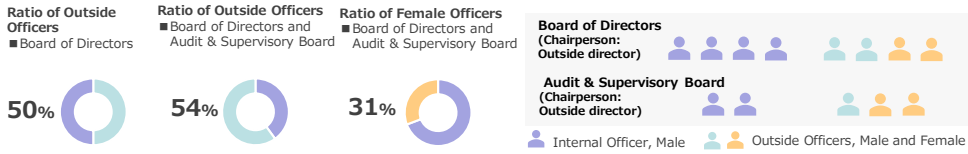
Foundations Supporting Sojitz Employees
 - Health Management. Taking Childcare leave. Surveys etc.



- For Sojitz, human resources are the source of value creation, and we are promoting the creation of a system in which employee growth leads to Sojitz's growth.
- As you can see, we have established dynamic KPIs for human capital measures and will monitor their progress.

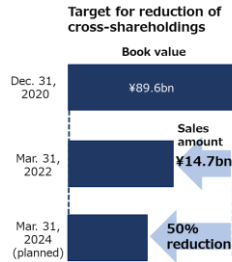
Corporate Governance Supporting Value Creation Strategy

Corporate governance with high transparency and effectiveness

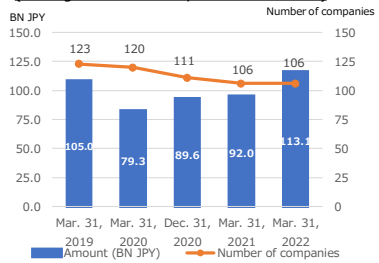


Reduction of cross-shareholdings

- We aim to **halve** the amounts of listed shares held by the Company on a consolidated basis by March 31, 2024, based on the level as on December 31, 2020.
- Out of **¥89.6bn** as on December 31, 2020, **¥14.7bn** has been sold by March 31, 2022.
- The amounts of cross-shareholdings as on March 31, 2022, was **¥113.1bn**, which increased due to new listed companies, new acquisitions, and price fluctuation of listed shares held by the Company.
- We will proceed the reduction of holding listed shares to **further raise capital efficiency**, by assessing each lot of shares held as cross-shareholdings and achieving a 50% reduction by March 31, 2024, as planned.



Cross-shareholdings (holdings of listed shares, consolidated basis)



Ratio and target of cross-shareholdings to total equity (Non-consolidated)

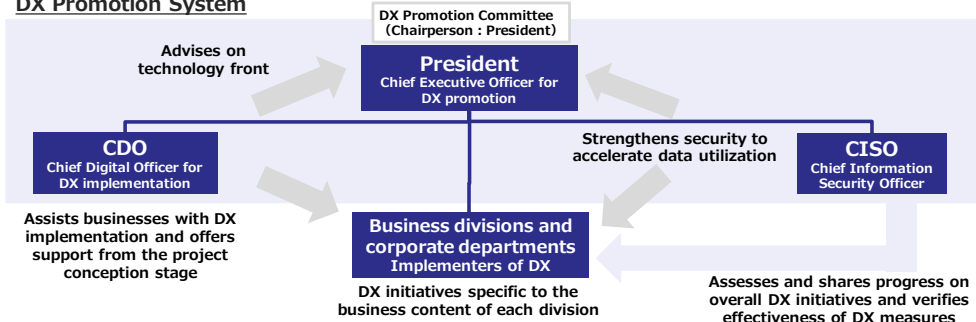
	Mar. 31, 2019	Mar. 31, 2020	Mar. 31, 2021	Mar. 31, 2022	Mar. 31, 2024
cross-shareholdings book value (listed and non-listed) BN JPY	105.1	82.5	95.7	118.7	
Toal equity (consolidated) BN JPY	661.5	621.9	654.5	763.9	
Percentage of total equity (consolidated)	16%	13%	15%	16%	less than 10% (planned)

- With regard to governance, we have put in place a system to further ensure management transparency and promote further strengthening of corporate governance.
- With regard to the status of reduction of cross-shareholdings, we will implement the reduction as planned at the end of the final year of MTP2023, although the listing of some of our shareholdings will have an impact.

DX Strategy Initiatives and Policy

- Improvement of corporate value through business model, human resource, and process reforms driven by digital technologies
- Transformation of existing business models and creation of new businesses to be grown into business pillars by implementing and utilizing digital technologies as part of business model reforms

DX Promotion System



Concrete, business-specific reform and development initiatives following establishment of digital transformation promotion system

Digital transformation: development of human resources	Basic level
	Advanced level

- Training program design and implementation (digital marketing, programing, IoT utilization, information security, etc.)
- Training completion by all career-track employees to be completed during period of MTP2023
- Revision of expected levels, conditions, durations, etc. of training programs based on market expectations
- Completion of applied and applied basic programs by 300 employees during period of MTP2023

- In MTP2023, we have set forth corporate and employee transformation, and in particular, the promotion of DX strategy is a major theme.
- I am chief executive officer for DX promotion, and Ms. Arakawa, who served as CDO at IBM Japan, was invited to be our new CDO in December last year. The CDO discusses with each division and works on the implementation of individual projects.
- At the same time, with the CISO in place, we will promote information security, both offensively and defensively, utilizing digital technology.

FY2022 Financial Targets

- Target of record-breaking earnings incorporating impacts of rising costs and inflation due to higher USD interest rates and other causes of opaqueness

Business Performance		Business Divisions	
Gross Profit	¥300.0bn	(BN JPY)	
SG&A Expenses	¥(210.0)bn	■ Automotive	6.0
Share of profit (loss) of investments accounted for using the equity method	¥35.0bn	■ Aerospace & Transportation Project	4.5
Profit before tax	¥120.0bn	■ Infrastructure & Healthcare	9.0
Profit for the year attributable to owners of the Company	¥85.0bn	■ Metals, Mineral Resources & Recycling	51.0
Consolidated Total Assets	¥2,700.0bn	■ Chemicals	12.5
Total Equity *1	¥760.0bn	■ Consumer Industry & Agriculture Business	3.0
ROE	11.4%	■ Retail & Consumer Service	5.0
Net Debt/Equity Ratio	1.1x	■ Others *2	(6.0)

Initial assumption : exchange rate (annual average ¥/US\$) 115

*1 "Total equity" above refers to "Total equity attributable to owners of the Company" and is used as the denominator when calculating "Net D/E ratio" and the numerator when calculating "Equity ratio."

*2 Including Portfolio Transformation Office (integrate subsidiaries of its machinery segment etc.)

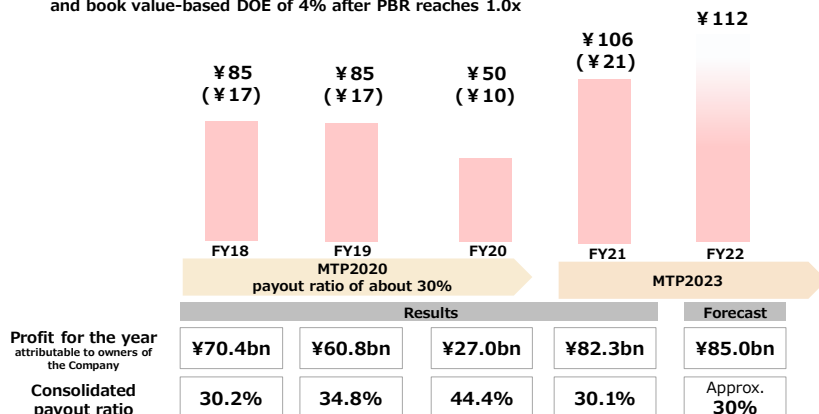
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- This page shows financial targets for FY2022.
- Forecast of profit for the year attributable to owners of the Company is ¥85.0 billion.
- The plan also incorporates the impact of the situation in Russia and Ukraine, as well as the cost and inflationary impact of the current rise in US dollar interest rates and other uncertainties about external factors.
- We plan to make new investments of approximately ¥150.0 billion, and we will do so as far in advance as possible in the current fiscal year, which is the second year of MTP2023.

Dividends Policy

Basic Dividends Policy

- Sojitz recognizes that paying stable and continuous dividends is a management priority, together with enhancing shareholder value through the accumulation and effective use of retained earnings.
- Our basic policy is to target a consolidated payout ratio of about 30%.
- Lower limit for dividends set as representing market price-based DOE of 4% until PBR reaches 1.0x and book value-based DOE of 4% after PBR reaches 1.0x



Note1: The Company conducted a five-for-one share consolidation of common shares of stock effective October 1, 2021. The year-end dividend figures for FY15 to FY20 and the interim dividend figures for FY21 have been restated to reflect the share consolidation. Figures in parentheses () are provided for reference and do not reflect the share consolidation.

Note2: Annual dividend payments of ¥106 per share, along with a market price-based dividend on equity of 6.1% surpassing the defined minimum level of 4%.

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- Dividends policy remains unchanged with a stable and continuous dividends, and payout ratio is about 30% during MTP2023.
- In FY2021, the annual dividend per share was ¥106 per share, an increase of ¥56 from the previous year, as we revised our business performance upward twice during the year.
- The annual dividend for FY2022 is planned to be ¥112 per share, consisting of interim and year-end dividends of ¥56 each.
- We will continue to strive to increase corporate competitiveness and shareholder value by the accumulation and effective use of retained earnings.

Evaluation by Society

Working environment where they can work much more actively

<Empowering Women>

For **6** consecutive years



For **5** consecutive years

2021 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

For **11** consecutive years



Sojitz was awarded Platinum
Kurumin certification in 2021

<Building a positive working environment>



ESG Rating

For **3** consecutive years



Leadership level "A-"

Sustainability Award
Silver Class 2021

S&P Global

For **4** consecutive years

Member of
Dow Jones
Sustainability Indices
Powered by the S&P Global CDA



FTSE Blossom
Japan FTSE4Good

External Evaluations of disclosure

For **6** consecutive years



No.1 overall in 2021

New Grand Prize
in NIKKEI Integrated
Report Awards 2021



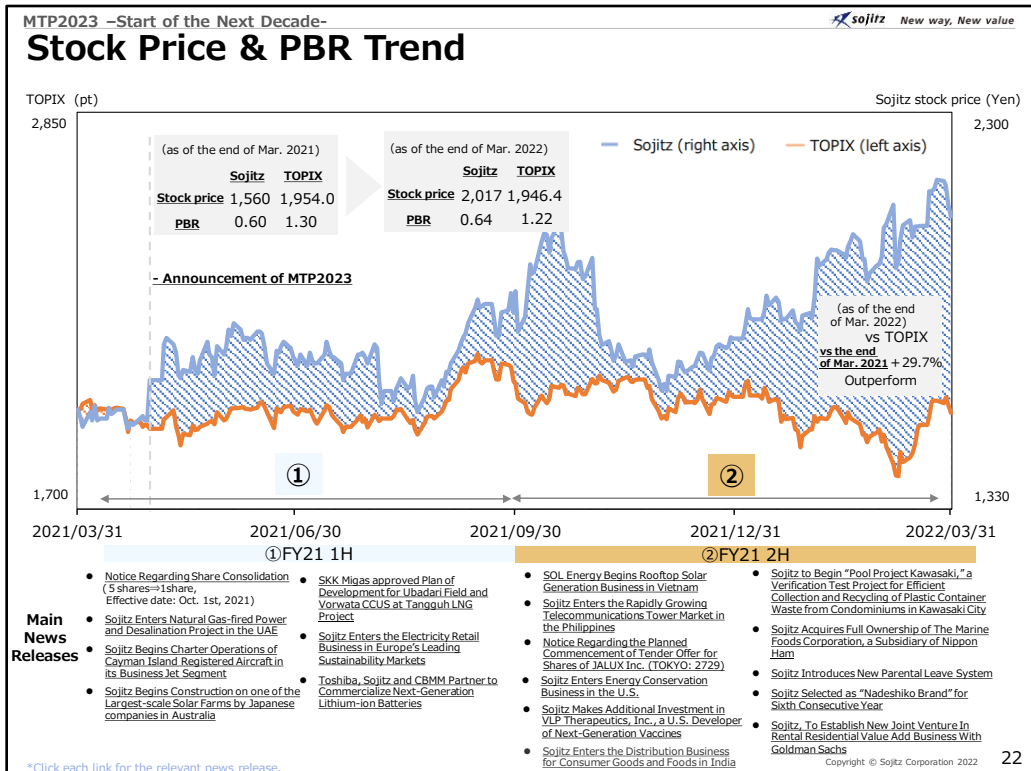
New



2021

Selected as
"Excellent Integrated Reports"
"Most-improved Integrated Reports"
"Excellent Corporate Governance Reports"
by GPIF's Domestic Equity Managers

- We have received various evaluations from outside the Company for the efforts we have explained so far.
- We will continue to strive to engage in dialogue with our stakeholders and will continue to devise ways to do so.



- This chart shows the transition of our stock price and TOPIX.
- We will continue to aim for a price book-value ratio(PBR) of 1.0 times or above during MTP2023.
- Finally, the global situation is becoming increasingly uncertain.
- In order to fulfill our mission as a general trading company to deliver goods and services where necessary, even in a drastically changing external environment, we will take on the challenge of further growth stages and increase our corporate value.
- In order to meet the expectations of all our stakeholders, we will continue to push forward in the second year of MTP2023 as a united group.
- This concludes my presentation. Thank you for listening.

FY2022 Focus Point by Segment

Automotive

- Expansion of distributorship (wholesale) and peripheral businesses, areas of strength for Sojitz, in growing Southeast Asian and Latin American markets
- Accelerated promotion of customer experience and competitiveness improvement through use of digital technologies in dealership (retail) businesses
- Promotion of new value in mobility service field

Aerospace & Transportation Project

- Broadening of business jet functions
- Maximization of earnings through collaboration made possible by investments in JALUX and Royal Holdings
- Earnings maximization by capturing demand in North American railway business (freight car leasing, rolling stock MRO)

Infrastructure & Healthcare

- Increasing of value through comprehensive initiatives and function reinforcement in newly started energy saving, downstream gas, and electricity retail businesses
- Evolution of healthcare initiatives in businesses focused on participation commenced in private clinic chains
- Ongoing power source development and renewable energy initiatives advanced by taking advantage of operating environment changes and acquiring necessary functions
- Incorporation of growth demand in emerging countries through steady capital investment in telecommunications and infrastructure field

Metals, Mineral Resources & Recycling

- Withdraw from thermal coal interests scheduled to be completed by 2030; initiatives for accelerating timetable underway
- Revision of other interests as part of ongoing business portfolio reforms coupled with management resource shifts
- Enhancement of circular economy initiatives for contributing to the realization of a sustainable society
- Improvement of competitiveness through start of pit mining at Gregory Crinum coal mine in Australia

FY2022 Focus Point by Segment

Chemicals

- Expansion of operations in methanol and other areas of expertise
- Maximization of earnings created through trading of conventional chemical products and plastic resins
- Advancement of concrete, forward-looking initiatives in biochemical and other environmental and life science fields

Consumer Industry & Agriculture Business

- Expansion of operations and earnings in Southeast Asian fertilizer businesses, despite difficult operating environment, by advancing sales promotions for maintaining sales volumes and market share, and capitalizing on wide-ranging fertilizer and agricultural demand
- Commencement of Vietnamese livestock business (Vinamilk), breakeven in paper manufacturer in Vietnam (Saigon Paper), and incorporation of Southeast Asian market growth
- Value creation in domestic primary industries through contributions to decarbonization and recycling focused on utilization of agricultural and regional resources

Retail & Consumer Service

- Enhancement of existing businesses through reforms, advancement of new initiatives matched to customer needs, and acceleration of profit generation in Vietnam, India, and other growth markets
- Domestic retail field
Augmentation of earnings power and competitiveness via mutual function use and coordination with aquaculture food product manufacturing, processing, and sales business operator Marine Foods as well as with Royal Holdings, JALUX, and other investees

* The minimum level of CROIC that should be achieved on three-year average of MTP2023

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24

