



Koji Izutani Managing Executive Officer, COO Consumer Industry & Agriculture Business Division 1 November 29, 2021



Profile



- Born in 1960 as first son of farmer in Nagato City,
 Yamaguchi Prefecture
- Biographical Outlines
 Joined Fine Chemical Department of Sojitz predecessor, in 1983

Previously stationed in Milan, New York, and Houston, where he has worked in petrochemical, functional chemical, and plastic resin fields

Has experience in fields ranging from chemicals, to agricultural

Acts based on motto of "hard work is reward unto itself, and people are to be respected"

Koji Izutani

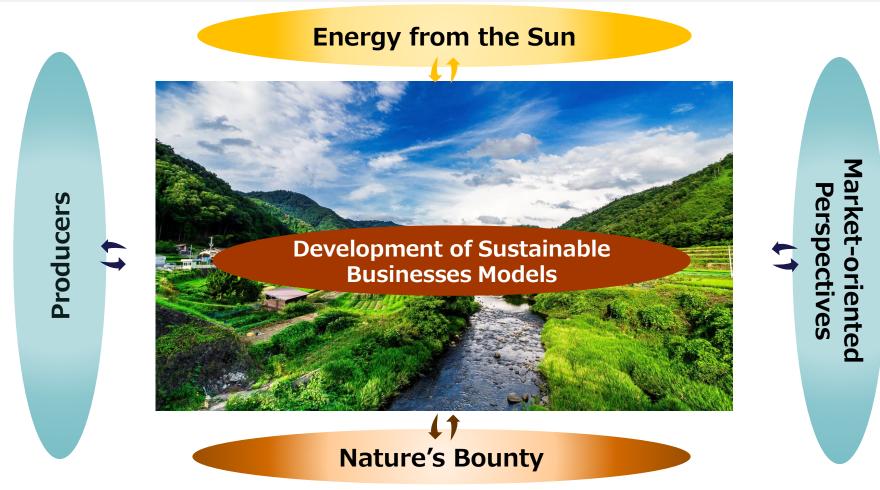
Managing Executive Officer, COO Consumer Industry & Agriculture Business Division

- As a "business farmer," seek to help
 - 1. Seek to create safe and secure food
 - 2. Develop businesses that propose new lifestyles
 - 3. Resolve issues faced by primary industries



Consumer Industry & Agriculture Business Division –Division Mission and Goals

Pursuit of sustainable growth in agriculture, forest product, aquaculture, livestock, and other business areas closely related to consumer lifestyles and development of sustainable businesses models focused on digitization and markets





Consumer Industry & Agriculture Business Division -Overview of Division

Division Strengths

Strong business foundation in Southeast Asia

Top class in compound chemical fertilizers in 3 countries

Solid presence in forest products field (including biomass-related resources)



Consumer Industry & Agriculture Business Division

Agribusiness Dept.

Fertilizer production and sales



Trade (Agricultural product and material)

Foodstuffs & Marine Products Dept.

Tuna farming and processing

Flour milling, bakery products, and confectionery

Trade (Wheat, oil and feed material, etc)

Forest Products Dept.

Woodchip production and sales

Biomass power generation

Trade (Log and biomass fuel material)

Vietnam Business Development Office

Integration of Livestock Value Chain

Feed production and sale





Directly Controlled Entities

Sojitz Building Materials (Building material trading company)

Saigon Paper (Tissue paper and industrial paper production)





Total assets ¥210.3bn

Consolidated



Employees 4,134 Consolidated Group Companies 37

Domestic: 12 Overseas: 25

*2 : As of Oct 1, 2021



Number of overseas branches & offices

12

China 4, Asia 4, *2
North America 3, Europe 1



Growth Strategies Under MTP2023*

*Medium-Term Management Plan 2023

- Pursuit of growth through expansion into peripheral areas of core fertilizer business
- Creation of new core businesses targeting growth in Southeast Asia together with prime partners
- Long-term approach toward regional revitalization in Japan

	Focus Areas	Targeted Business Model	Focus Countries
Fields to Growth Strategies	Agriculture business	Transformation to agricultural platform model	★
	Livestock Protein Marine Products	Development of integration business	*
	Forest products	Development of Sustainable business model	*
Field of Future Initiatives	Regional revitalization	Reginal business development (Reconstruction of primary industries)	



Focus Businesses Under Growth Strategies

- Agricultural Business: Transformation to Agricultural Platform Model

Development of agricultural platform offering robust lineup of services directly to farmers and other users by leveraging strong fertilizer business platform

Strength of Sojitz Group

Agricultural Materials Agricultural Equipment Agricultural Support

Agriculture Operations

Agricultural Products

Fertilizer company networks and brands boasting top-class shares in three Southeast Asian countries





Thai Central Chemical

Atlas
Fertilizer

Japan Vietnam
Fertilizer

Ricult
Agri-tech

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RYNAN
Agri-tech



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Data Mechanism

Fertilizer production and sales

Agricultural platform

- ·Consulting services (weather analysis, optimal fertilizer use guidance, etc.)
- ·Agricultural equipment, tool, and material sales
- ·Financial services
- ·Agricultural product marketing, processing, etc.

Agricultural Business Livestock



Focus Businesses Under Growth Strategies

- Protein Business (Livestock, Marine Products): Value Chain Integration

Development of value chain encompassing livestock fattening, processing, and sales in Vietnam to capitalize on demand within this country and use this country as an export base for exploring other ASEAN markets among rising meat demand driven by improved living standards in ASEAN region

- Meat transactions with Cargill (approx. 50 years)
- Business foundations in Vietnam
- network of Livestock industry in Japan

Strength of Sojitz Group

- Long history in aquaculture trading (various fish and seafood)
- Strong presence in tuna industry



Collaborative initiatives with marine product

processing and wholesale

Incorporation of product development capabilities in wholesale area to develop value chain encompassing farming, processing, and sales to respond to growing global demand for marine products' proteins

Tuna processing and wholesale

Tuna farming



Focus Businesses Under Growth Strategies

- Forest Products Business: Sustainable Business Model Development

Development of reliable lumber-based product and energy supply chain through sustainable lumber procurement and afforestation

Strength of

Production

Ingredient processing

Product processing and sales

Sojitz Group

■ Strong industry presence built through log trading

■ Afforestation and woodchip business insight and network

■ Eco-friendly approach guided by Sojitz Group **Wood Procurement Policy**

Afforestation business

Vietnam Japan Chip Woodchip production Biomass fuel production



Sojitz Morinomirai

Fast-growing tree sapling production

Fast-growing tree cultivation (5 years to maturity)

Biomass fuel production

Sojitz Building Materials Corporation

Building material trading Receipt of wood construction material business from Mitsubishi Shoji Construction Materials

Saigon Paper

Household paper and industrial paper product business

Yufutsu Energy Center Launch of biomass power

generation operations in 2023



ssing



Focus Businesses Under Growth Strategies

- Regional revitalization: Development of Community-Rooted Businesses

Utilization of Sojitz's strengths to develop community-rooted businesses focused on innovation and synergies between primary industries and energy

Strength of Sojitz Group

Sojitz's comprehensive capabilities

- Community-rooted networks built on wide-ranging business experience
- Agriculture, forest product, and aquaculture businesses
- Renewable energy businesses
- Retail and commercial facility businesses
- Airport and infrastructure businesses
- Sharing of SDG-related issues through network with various business partners



Initiatives

Development of integrated businesses through internal and external co-creation

- Co-creation with communities focused on community needs and issues (Local productions and consumption, local brand development, domestic production of imported crops, etc.)
- Reduction of CO2 emissions through domestic production of fast-growing tree saplings (Japanese aspen capable of growing to maturity in 5 years, etc.)

1 year after planting

■ Business proposals combining primary industries and energy (combination of plant cultivation and solar power, decentralized biomass power generation, etc.)



Major Initiatives Under MTP2020

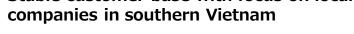
- Improvement of Saigon Paper's Value

Driving the stable full production and establishment of earning foundations through sales development and cost reduction by operational efficiency improvement after acquisition in June 2018

Strength of the Company

- Procurement network and Strong and loyal customer base
- Network for procuring recycle paper as raw material leveraging Sojitz Group companies
- Stable customer base with focus on local companies in southern Vietnam







- Reliable sales channels centered on major supermarkets and strong brand image
- **Leading share in Vietnamese market**

Initiatives

■ Improvement of profitability through collaboration among procurement, production, and sales



■ Increases to cost competitiveness and customer satisfaction via logistics optimization



■ Expansion of sales share in northern Vietnamese market



■ Pursuit of sales share expansion through development of products matched to changes in consumer needs spurred by economic growth



paper Household

Industrial paper



Major Initiatives Under MTP2023

- Integration of Livestock Value Chain through Co-Creation with Vinamilk

Sharing of strengths through joint business with Vietnamese dairy product manufacturing conglomerate Vinamilk Group to capitalize on demand by creating new domestic beef market in Vietnam and build foothold for expansion into surrounding countries

Strength of the Company

Co-creation with Vietnamese dairy product market leader Vinamilk

- Sojitz's Japanese-style fattening and processing techniques and beef sales expertise
- Vinamilk's capacity for producing calves with reliable quality, sales network, and brand image



Initiatives

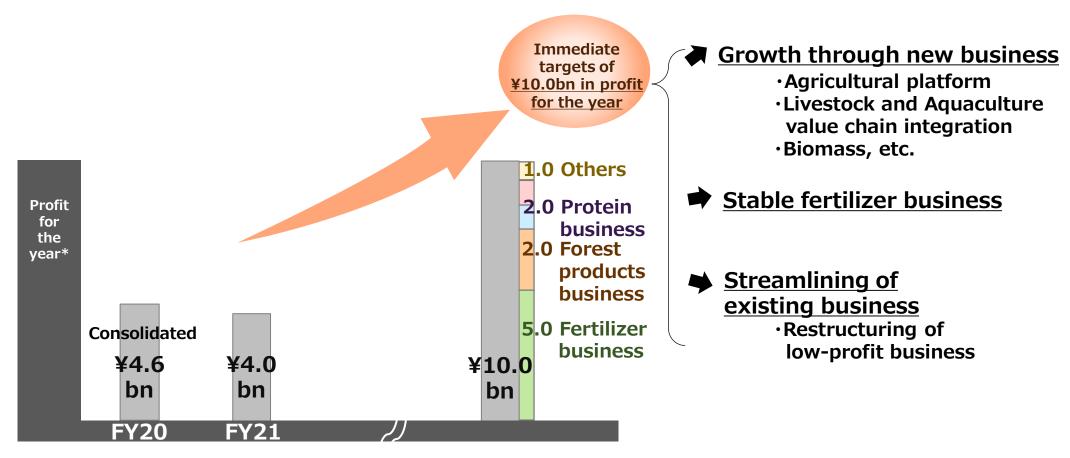
Response to increases in beef demand driven by changes in diets, consumption habits, and purchasing methods accompanying economic growth and rising income levels in Vietnam

- Effective utilization of steer and culled cows that have given with Japanese-style techniques to create new market through reliable production of high-quality Vietnamese beef
- Development of animal protein business in Southeast Asia working on Vietnamese market as a foothold



Consumer Industry & Agriculture Business Division -Vision

Transformation of earnings portfolio by streamlining existing businesses while bolstering earnings and quality assets through substantive investments in focus areas



^{*}attributable to owners of the company





Caution regarding Forward-looking Statements

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.





New way, New value