

Growth Strategy of the Energy Solutions & Healthcare Division

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Initiatives for the growth of Energy Solutions & Healthcare Division

Continuous creation and relentless improvement
as traditional mindset

Transformation and challenge for changes
in business environment and growth

- New business model
- Autonomous business management and growth

Pursuing robust business growth
through disciplined business
Investments and management

Addressing evolving social issues and market needs

Energy
(Decarbonization, energy transition)

Essential infrastructure
(Government-led infrastructure development, healthcare etc.)

Large-scale PPP
infrastructure projects

- > Hospitals
- > Subways and highways
- > Power transmission networks
- > Residential housing



Melbourne Metro

Energy solutions businesses

- > Power generation businesses
- > Energy-saving service businesses
- > Energy retail & services businesses



Energy-saving service businesses
at McClure Company (U.S.)

Energy businesses

- > Upstream gas interests
(LNG Japan)
- > Nuclear-related businesses



Tangguh LNG Facility (Indonesia)

Healthcare businesses

- > Private healthcare businesses
- > Healthcare-adjacent services



Medical Clinic (Singapore)

Sojitz Machinery

- > Machinery trading company

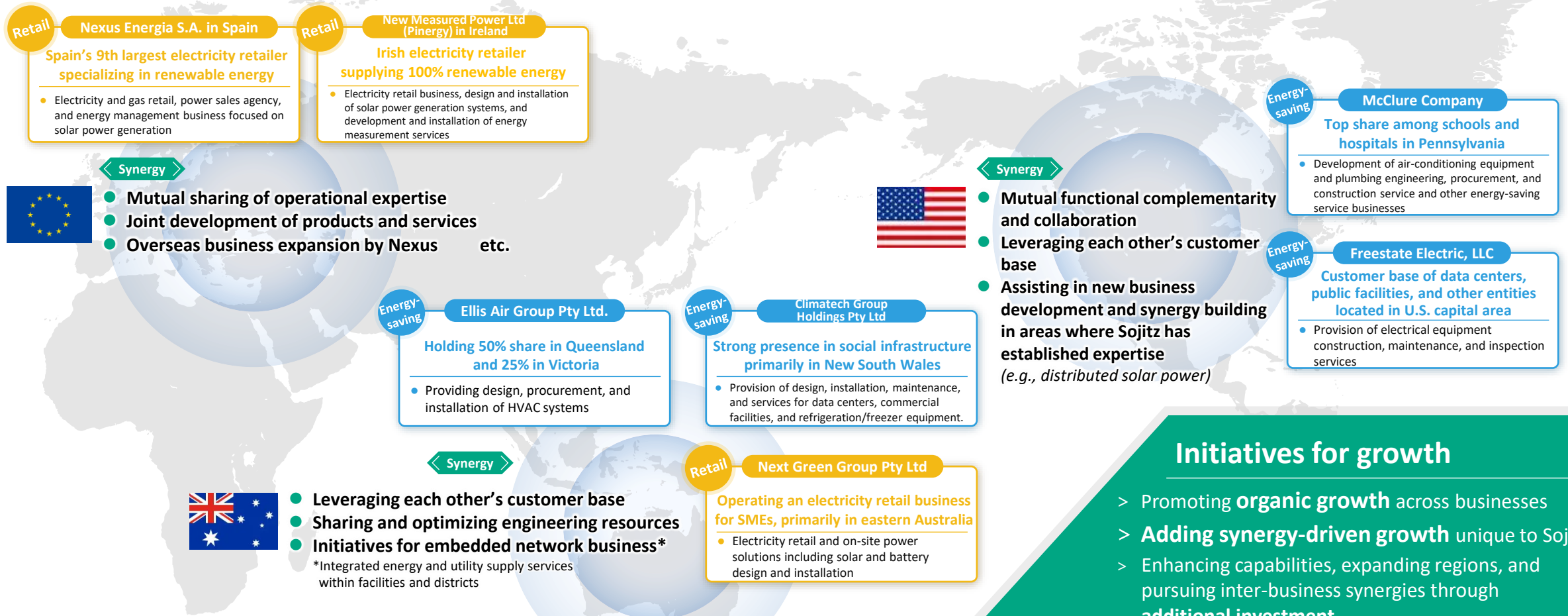


Secondary battery manufacturing equipment

Initiatives for Energy Solutions Businesses*

*Excluding power generation businesses

- **Intensifying competition in the power generation sector centered on renewable energy**, driven by the decarbonization trend
- **Investing in energy efficiency businesses** addressing delayed progress in efficiency improvements in the U.S. and Australia
- **Strengthening efforts and taking on the challenge of energy solution businesses** based on region-specific consumer needs



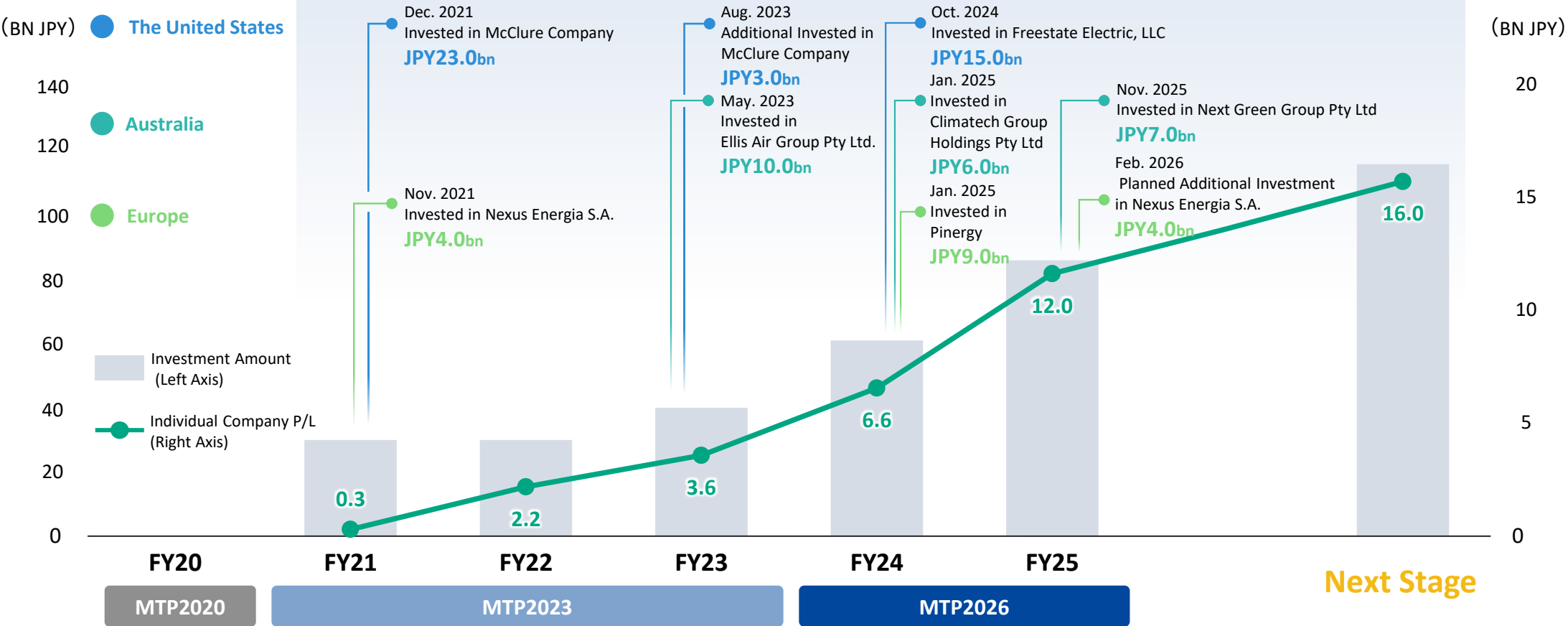
Initiatives for growth

- > Promoting **organic growth** across businesses
- > **Adding synergy-driven growth** unique to Sojitz
- > Enhancing capabilities, expanding regions, and pursuing inter-business synergies through **additional investment**

Shifting from generation-side to consumer-side
Pursuit of new business models

Autonomous business management
Initiatives for growth

Accelerating synergy-driven growth
unique to Sojitz



*Individual company's net income for the current period multiplied by our ownership ratio

Large-Scale PPP Infrastructure Initiatives

- Enhancing capabilities through **acquisition of industry-leading company**
- **Capturing multiple revenue streams** through increased opportunities and diverse capabilities
- Promoting Capella’s **entry into new fields and markets** by leveraging **Sojitz’s global network**, while pursuing **autonomous business management and growth**

Overview of Capella

Company Name	Capella Capital Partnership
Established	2009
Location	Head Office: Sydney Branch office: Melbourne
Number of Employees	78 employees
Main Business	Infrastructure development focused on PPP

Capella’s business model

- Development and structuring of large-scale PPP infrastructure projects
- Long-term asset management through project construction, operation, and asset management
- Leveraging investor capital through fund management to create sustainable value
- Financial advisory services

Investment participation in June 2025

- ✓ Development company JPY47.0bn in total
- ✓ Assets of four existing projects

Founded in 2009, with a top-class track record in the industry

Project amount over JPY3.4tn (18 projects)



Covering development, investment, operation, asset management, and divestment

Comprehensive PPP approach

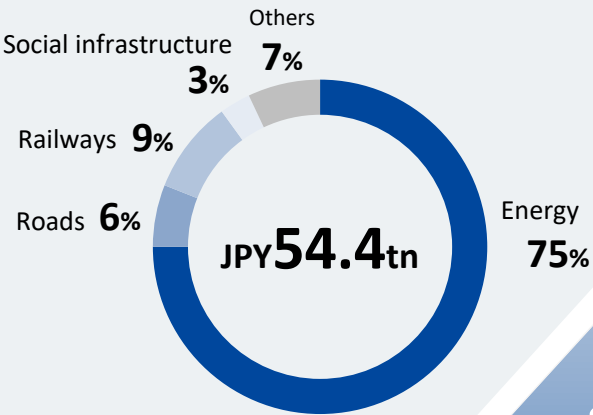
Through specialized talent and deep PPP expertise

High bid success

51% Bid success rate since the foundation in 2009

Australian infrastructure PPP market

- World-leading infrastructure development achievements by PPP methods
- Further PPP infrastructure development plans in response to population growth and economic expansion (Total future project value exceeding JPY54tn)



(Reference: ANZIP)

Expanding business areas

Australian infrastructure PPP (existing model)

- Stable earnings contribution from asset management fees of four existing projects (subways, highways and hospitals, etc.)
- Hold over 20 projects across power transmission networks, residential housing, and public facilities by FY2028 (including projects and areas other than those in the right table)

Capturing robust PPP demand in Australia

+

Expanding business areas for further growth

- Expanded project scope following removal of legacy restrictions (Previously limited to projects requiring former shareholder’s involvement in construction)
- Overseas business development leveraging Sojitz’s global network
- Expansion into renewable energy and BESS

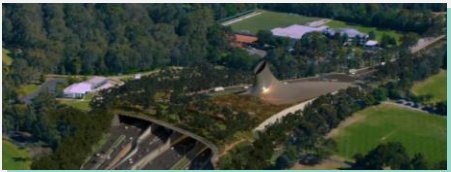
Global expansion beyond Australia



Entry into the energy sector



New Melton Hospital



North East Link

Project pipeline in Australia for 2026–2028

Project area	Estimated total investment by Sojitz	Estimated Total Project Cost
Power transmission networks	JPY70.0bn	JPY1.0tn
Residential housing	JPY5.0bn	JPY10.0bn
Public facilities	JPY15.0bn	JPY440.0bn

Growth and value enhancement more
than **three times**

JPY**50.0+bn**

FY23
Profit of the final year of
Medium-term Management Plan 2023

JPY**14.0bn**



One-time gain and loss
etc.

Development of *Katamari*

- PPP**
- Capella Capital Partnership in Australia
- Energy Solutions**
- McClure Company in the U.S.
 - Freestate Electric, LLC in the U.S.
 - Ellis Air Group Pty Ltd. in Australia
 - Climatech Group Holdings Pty Ltd. in Australia
 - Next Green Group Pty Ltd. in Australia
 - Nexus Energia S.A. in Spain
 - Additional investment
 - New Measured Power Ltd (Pinergy) in Ireland
- Others**
- IPP project in Uzbekistan
 - Scarborough LNG project in Australia
 - SOMAC - Secondary battery business etc.
 - Royal Healthcare Pte. Ltd. in Singapore
 - Domestic solar power generation businesses

Jun. 2025
Dec. 2021
Aug. 2023
Oct. 2024
May. 2023
Jan. 2025
Nov. 2025
Nov. 2021
Planned for Feb. 2026
Jan. 2025

Approx. JPY**47.0bn**

Approx. JPY**90.0bn**

MTP2023
Investment track record
JPY**120.0bn**
MTP2026
Investment plan
JPY**160.0bn**

Individual growth and synergy

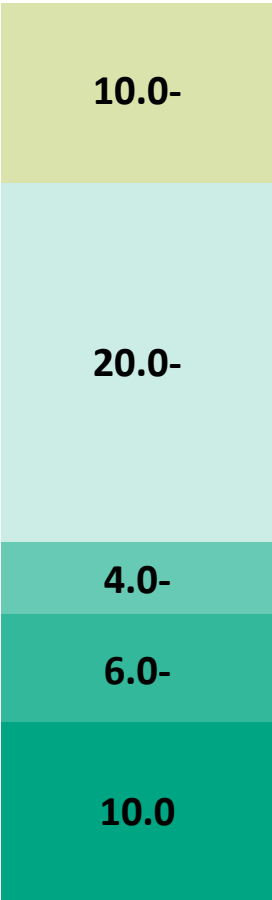
Strategies for Transformation and Growth

Acquisition of business
creation foundation

Driving growth through
autonomous business
management

Enhancement of
functions and regional
expansion through
additional investments

Synergy creation
through leveraged
customer bases



Capella / PPP

Energy solutions
businesses

Renewable energy
Energy-saving
Retail service etc.
*including power
generation businesses

Healthcare business

Sojitz Machinery Corporation

LNG Japan

Next Stage



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