

# Sojitz Corporation Corporate Update (TSE 2768)



## Net Profit Growth

**x 3.7**

(FY13 compared to FY23)  
(Sector peers avg. x2.5)

## Net Profit Average Annual Growth

**+26.8%**

(Through FY13 to FY23)  
(Sector peers avg. -13.8%)

## ROE

FY24 result **11.7%**

**15%** around FY29

## EPS Growth

**x 4.1**

(Through FY13 to FY23)  
(Sector peers avg. x2.9)

## EPS Average Annual Growth

**+28.3%**

(Through FY13 to FY23)  
(Sector peers avg. -23.9%)

## Dividend Yield

**4.9%**

(as of April 2025, based on  
FY25 dividend)  
(Sector peers for FY24  
dividend, avg. 3.5%)

## Accomplishment of Plans

**8 wins**

(Through FY13 to FY23)  
(Sector peers avg. 6 wins)

**Net Profit Growth**

**x 3.7**

(FY13 compared to FY23)  
(Sector peers avg. x2.5)

**Net Profit Average Annual Growth**

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**ROE**

**FY24 result 11.7%**

**15% around FY29**

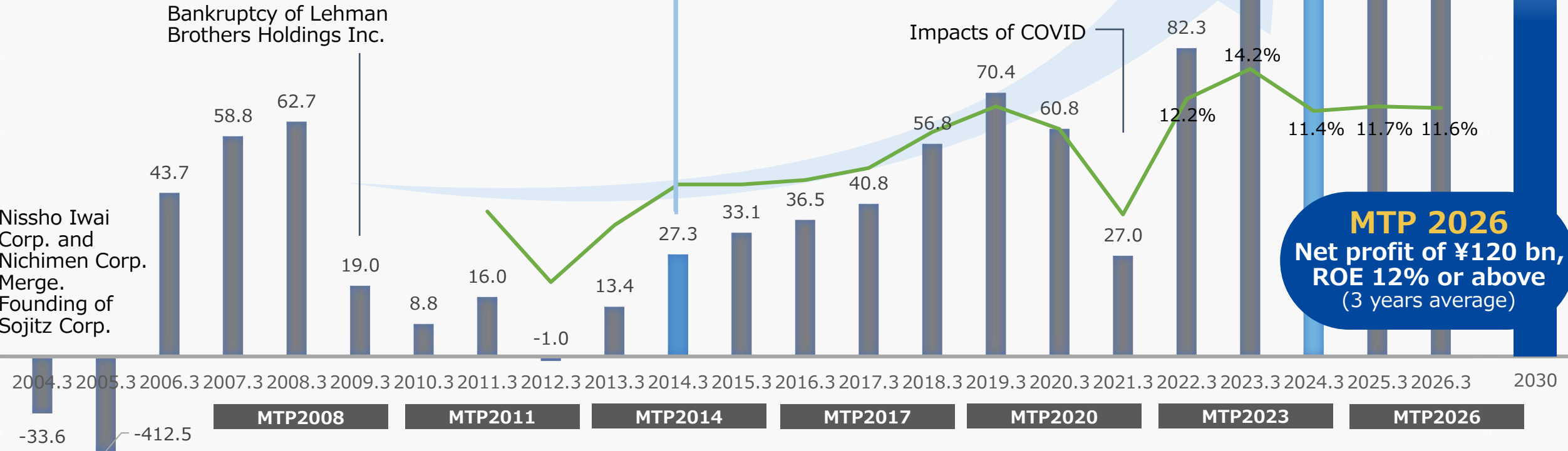
**Next Stage**

**Net Profit: ¥200.0 bn**

**ROE: 15%**

**Market Cap: ¥2 trillion**

■ Profit for the year (Billions of Yen) ■ ROE



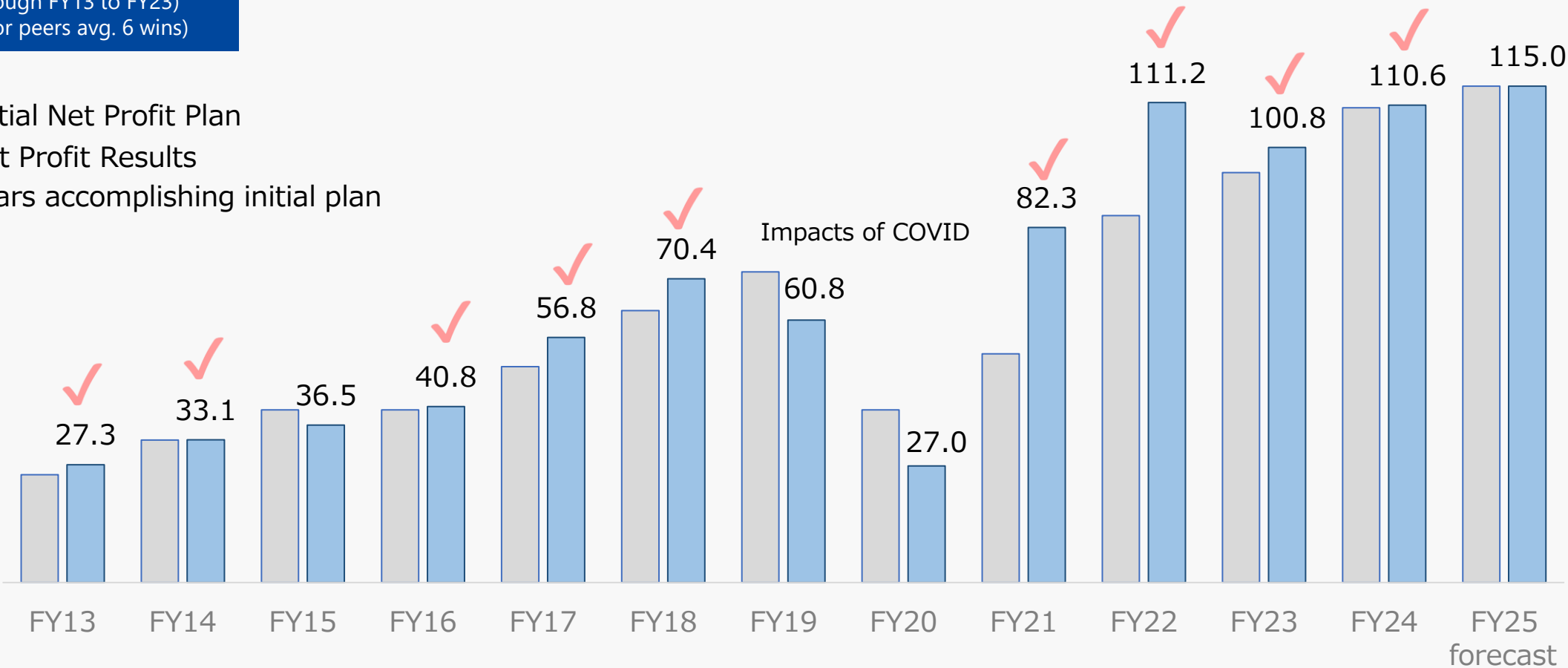
## Accomplishment of Plans

8 wins

(Through FY13 to FY23)  
(Sector peers avg. 6 wins)

Accomplishing what was committed to the market stands very important for Company management. For the past decade, we have been able to achieve higher results than what was communicated to the market excluding years that were affected by Covid.

- Initial Net Profit Plan
- Net Profit Results
- Years accomplishing initial plan



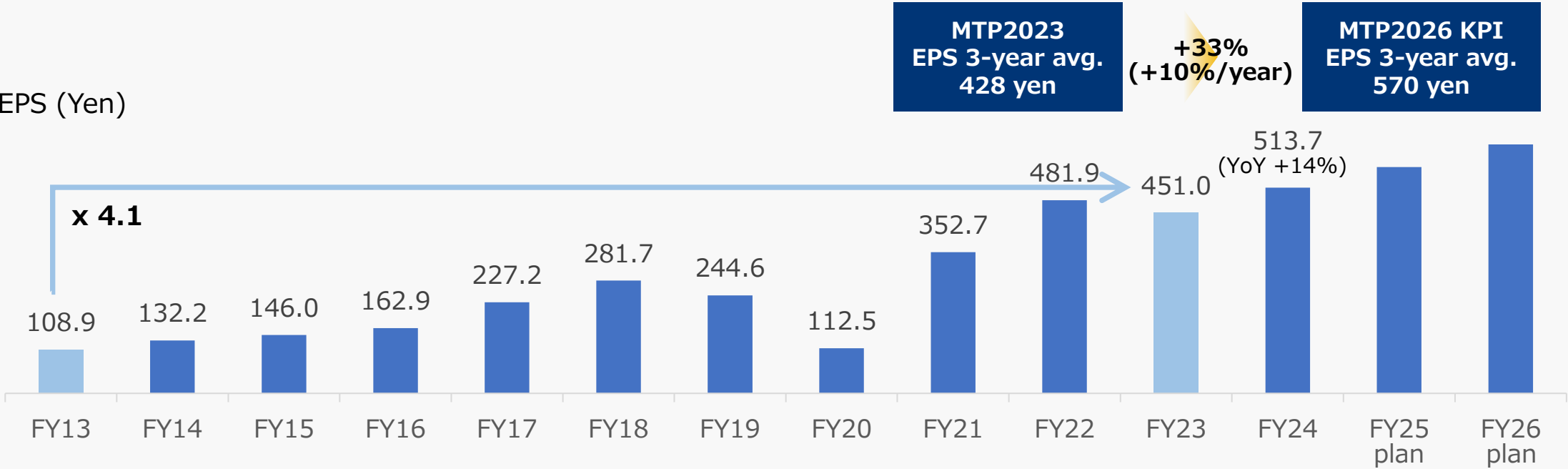
**EPS Growth**  
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(Sector peers avg. x2.9)

**EPS Average Annual Growth**  
**+28.3%**  
(Through FY13 to FY23)  
(Sector peers avg. -23.9%)

**EPS Annual Rate of Growth during MTP 2026**  
**+10%**

Sustainably growing EPS through steady net profit increase, supported by share repurchases. During MTP2026, aiming to achieve an annualized rate of +10% EPS growth.

EPS (Yen)



Share repurchase amount (Bn Yen)  
(% of shares repurchased compared to total number of outstanding shares)

15.0 (3.7%)	0	42.6 (5.6%)	24.0 (3.3%)	10.0 (1.3%)
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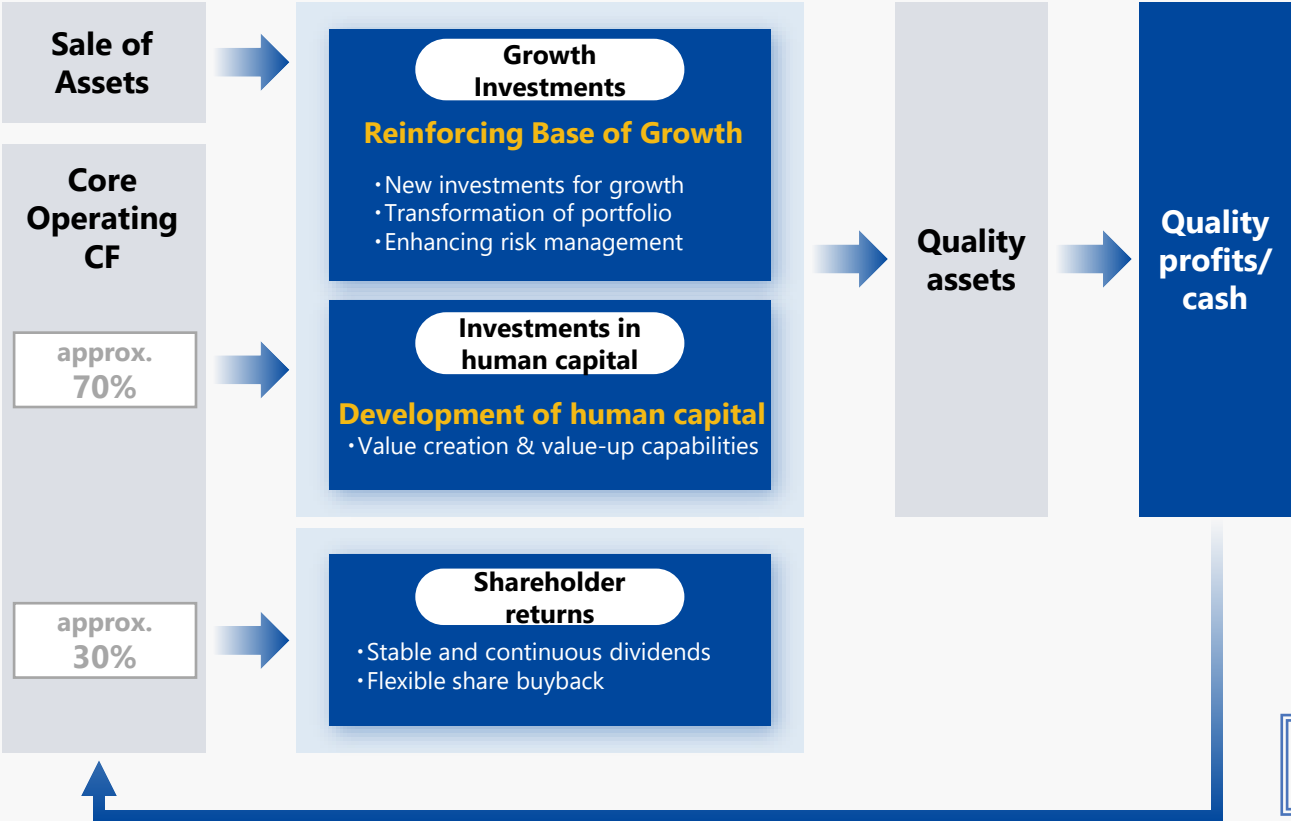
Announced  
May 1st, 2025

Net profit (Bn Yen)

82.3	111.2	100.8	110.6	115.0
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- Cash flow management: Implementing growth/human capital investments and shareholder returns aimed at further growth by using the cash generated from our businesses and the proceeds from sale of assets as a source of funds.
- Cash allocation Policy: Allocating approx. **70%** of the core operating CF **to growth/human capital investments** and approx. **30% to shareholder returns**.

Cash flow management



	MTP2023 3-year total (FY2021 – FY2023)	MTP2026 3-year forecast total (FY2024 – FY2026)
Core Operating CF	¥385.0bn	¥450.0bn
Sales of assets (investment recovery)	¥280.0bn	¥180.0bn
New investments	¥(450.0)bn	¥(600.0)bn
Capex and others	-	¥(40.0)bn
Shareholder Returns	¥(130.0)bn	¥(130.0)bn
Core CF	¥85.0bn	¥(140.0)bn
Carry forward from the previous MTP	¥55.0bn	¥140.0bn
Sum: Cash balance	¥140.0bn	Positive

Dividend Yield

4.9%

(as of April 2025, based on  
FY25 dividend)  
(Sector peers for FY24  
dividend, avg. 3.5%)

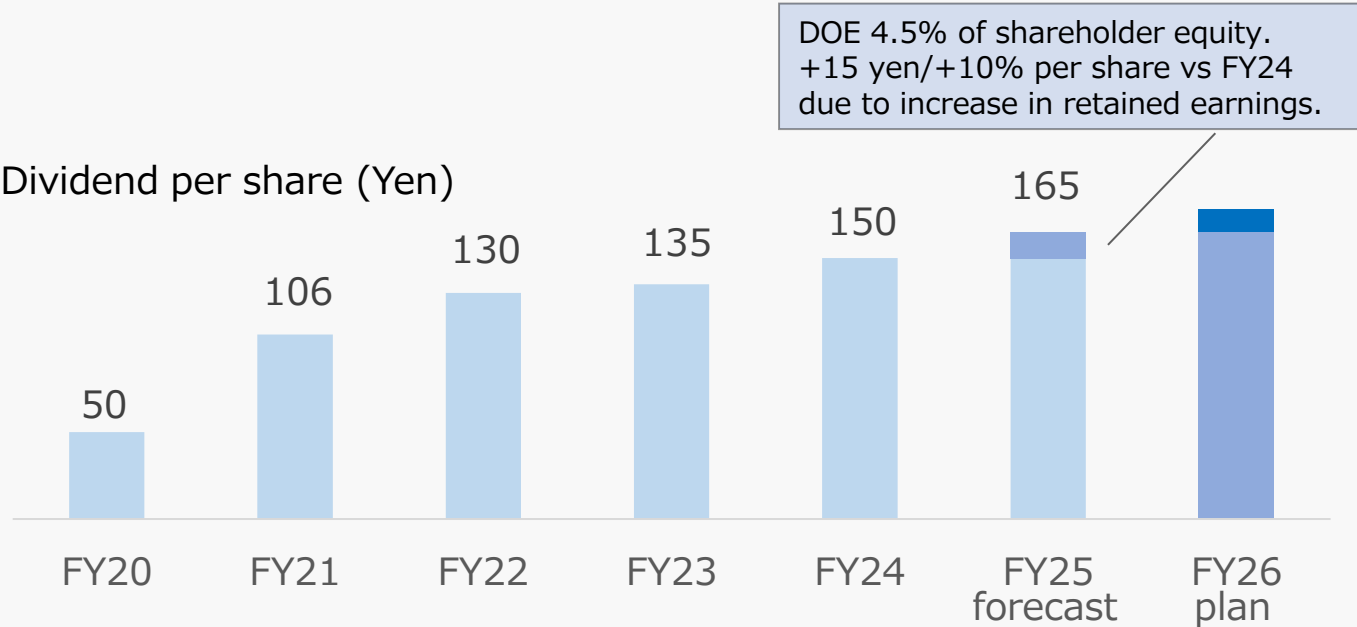
- Dividend policy based on shareholder equity\* of DOE 4.5%, creating a progressive and foreseeable dividend plan.
- Flexible share repurchase based on stock price and core operating cash flow. 24bn yen repurchased in FY24, and 10bn yen announced for FY25.

\* Total equity minus other components of equity. If net profit exceeds the dividend payment amount from the previous fiscal year, the dividend per share will increase each year.

Shareholder Returns Policy

Approx. **30%** of **Core operating CF (3 years total)**  
is allocated to shareholder returns

- **Progressive dividend 4.5%** of Shareholder equity
- **Flexible Share repurchase** in times of surplus cash flow



Share repurchase amount (Bn Yen)	FY20					FY25	
	15.0	0.0	42.6	24.0		10.0	Announced May 1 <sup>st</sup> , 2025

## Human Resources with operational expertise and business creating talents

- ❑ Human resources focusing on maintaining trust with customers/partners, creating value to markets, due to experiences and lessons from company merger, and lost trust during those times.
- ❑ New business investments goes through internal hurdle of CROIC target of each business division, internal requirement of reaching ROI 10% within 3 years after investment. If not successful, businesses will be a candidate of recycling.

## Strong Cash and Risk Management Control

- ❑ Through lessons learnt through the foundation of the Company, heavy focus on managing cash flow, allocating cash and managing risk.
- ❑ CROIC management among each business division.
- ❑ Above has led the company to maintain profit/cash flow level even during harsh business environments such as years of plummeting market prices and covid.

## Nimble and Agile Corporate Culture

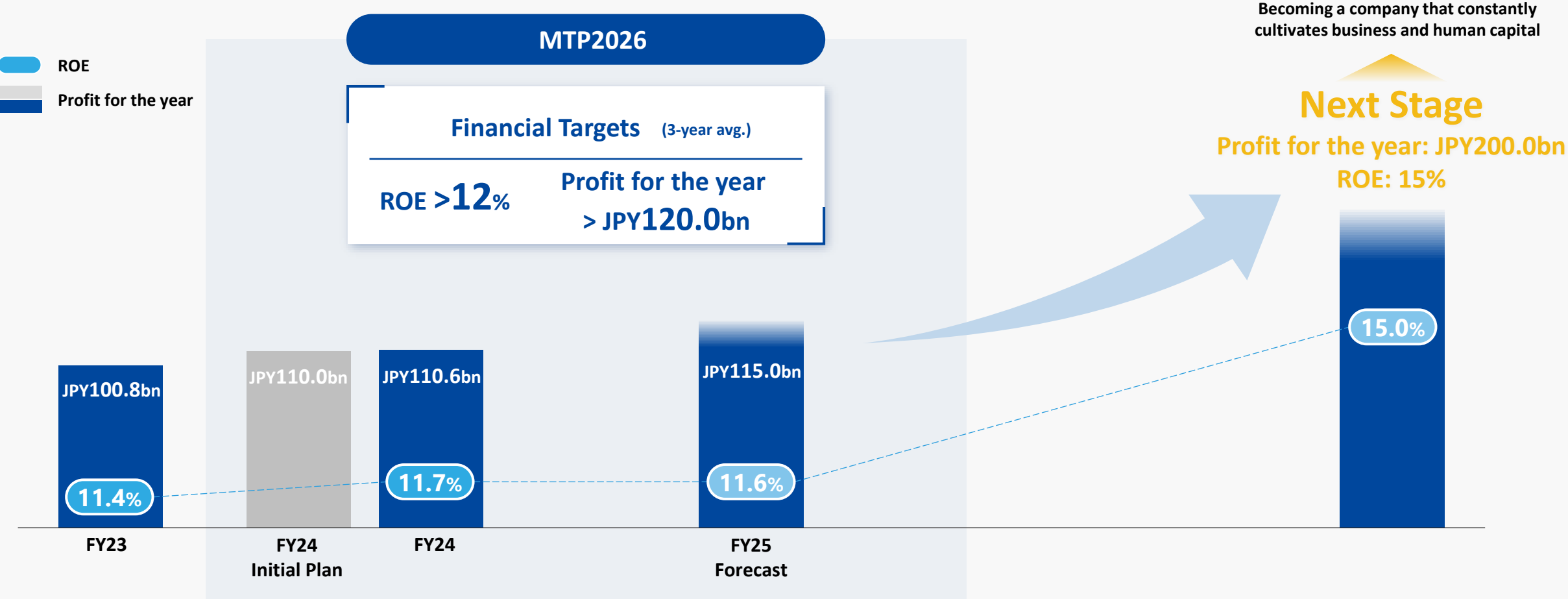
- ❑ Relatively small corporate size and management emphasis nurturing open culture, leading to creations of cross-divisional businesses.
- ❑ Agile and nimble corporate structure enabling quick transformation of business, and the ability to seize opportunities in a speedy manner.

## Diverse long-time partners, creating diverse sources of Solutions

- ❑ Long-time partnerships with companies in various sectors globally giving the company various opportunities of new businesses.



- Profit for the year of **JPY110.6bn** in FY2024, **surpassing** initial forecast and previous fiscal year and ROE of **11.7%** as planned
- **Smooth progress** toward three-year average targets of MTP2026 of profit for the year
- Profit for the year projected to **increase** to **JPY115.0bn** in FY2025, incorporating a negative impact of JPY5.0bn due to U.S. tariff measures



\* "Profit for the period/year attributable to owners of the Company" is described as "Profit for the period/year."

## Creating the “Sojitz Growth Story”








Transformation of portfolio to advance Sojitz to its Next Stage through creating the Sojitz Growth Story

### Expansion of new investments



- Pursuit of capacity acquisition and business expansion **in fields with sustainable growth potential**
- Ongoing investment **in business fields where Sojitz can leverage its competitive edge**
- Creation of multiple distinctly **Sojitz revenue-generating clusters of businesses (Katamari)**

### Enhancement of existing businesses

- **Utilization of existing strengths** to enhance functions while **bolstering earnings power**
- **Co-creation with external partners**, provision of new value, and expansion of operations
- **Profitability improvement and divesture judgment** with regard to loss-making and underperforming businesses

		【Net Profit】 (Bn Yen)				【CROIC】				Main businesses
		FY24 Results	FY25 Forecast	Next Stage		FY24 Results	MTP2026 Value Creation Target *1	Next Stage		
	Automotive	1.6	6.0	15.0		5.0%	8.0%	8.0%		Automotive distribution (Puerto Rico, Panama), automotive dealership (Japan, US, Australia)
	Aerospace, Transportation & Infrastructure	12.3	12.5	25.0		5.0%	6.0%	8.0%		Commercial aircraft, defense system agent, business jet service
	Energy Solutions & Healthcare	22.4	23.0	50.0		2.3%	4.0%	6.0%		LNG production and sales, energy-saving service, healthcare
	Metals, Mineral Resources & Recycling	29.2	25.0	35.0		10.5%	15.0%	12.0%		Coking coal mine operation, steel product trading
	Chemicals	20.0	20.0	30.0		13.4%	10.0%	12.0%		Chemical trading, methanol production and sales
	Consumer Industry & Agriculture Business	6.4	8.5	20.0		9.3%	10.0%	12.0%		Fertilizer production and sales (Thailand, Philippine's, Vietnam)
	Retail & Consumer Service	11.4	13.0	30.0		4.2%	6.0%	8.0%		Retail businesses in Vietnam, marine related businesses in Japan

\*1 CROIC targets which each business division should aim to achieve, to reach the Company ROE of 13-14%

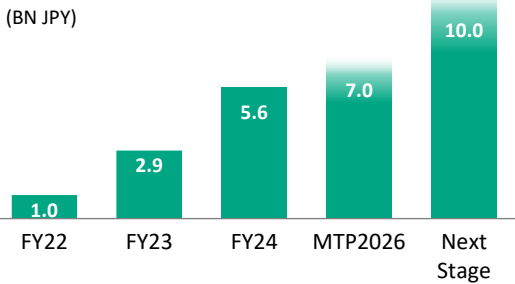
		【Net Profit】 (Bn Yen)			【CROIC】			Main businesses
		FY24 Results	FY25 Forecast	Next Stage	FY24 Results	MTP2026 Value Creation Target *1	Next Stage	
	Energy Solutions & Healthcare	22.4	23.0	50.0	2.3%	4.0%	6.0%	LNG production and sales, energy-saving service, healthcare
	<div><ul style="list-style-type: none"><li>CROIC low due to division holding a significant portion of assets with structured finance that records profit but has not created cash return. Cash inflow/return improves after payments to debt holders are completed.</li><li>New investment focuses on businesses with higher cash return to improve division CROIC; such as energy-saving service businesses.</li></ul></div>							
	Retail & Consumer Service	11.4	13.0	30.0	4.2%	6.0%	8.0%	Retail businesses in Vietnam, marine related businesses in Japan
	<div><ul style="list-style-type: none"><li>Division CROIC remain low due to recently acquired businesses taking time to improve cash return, such as retail businesses in Vietnam.</li><li>Improvement in division CROIC due to new investments cash returns increasing, and through shifting focus areas of investment with higher cash returns such as wholesale areas in Vietnam.</li></ul></div>							

\*1 CROIC targets which each business division should aim to achieve, to reach the Company ROE of 13-14%

- Investment in multiple non-resource and other businesses in which Sojitz can leverage its competitive edge
- Demonstration of growth by creating multiple distinctly Sojitz revenue-generating clusters of businesses (*Katamari*) on path toward doubled corporate value in Sojitz’s Next Stage

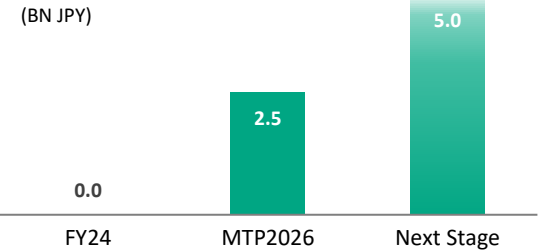
Energy-saving service businesses in the U.S. and Australia

- Expanding beyond the energy-saving service business, expected to see increased demand in the future, into the energy solutions business
- Leverage Sojitz strength to pursuit of steady earnings growth and CROIC improvement
- Cross-field expansion to achieve substantive growth and generation of synergies utilizing the Sojitz Group’s functions and customer base



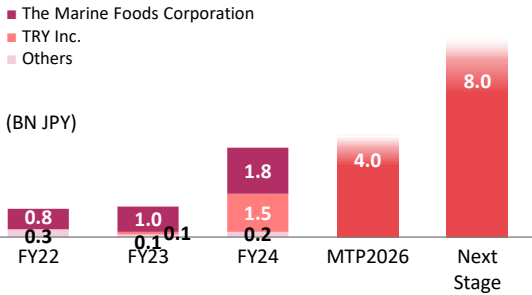
Infrastructure businesses in Australia

- Acquisition of leading Australian infrastructure developer
- Creation of substantive businesses and acquisition of human resource development platforms
- Ongoing acquisition of infrastructure development projects centered on Australia and improvement of profitability of Energy Solutions and Healthcare through dynamic asset replacement of these new assets



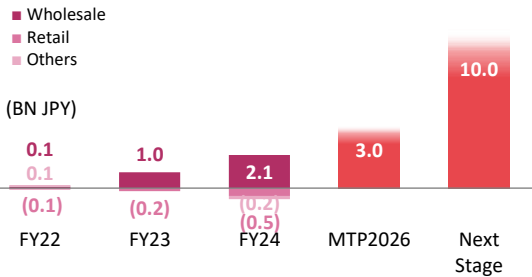
Marine product businesses

- Growth through earnings power enhancement in domestic businesses
- Acquisition of U.S. takeout sushi business to incorporate demand in growing overseas markets
- Utilization of domestic retail business and marine product business insight to achieve ongoing earnings growth



Vietnamese retail businesses

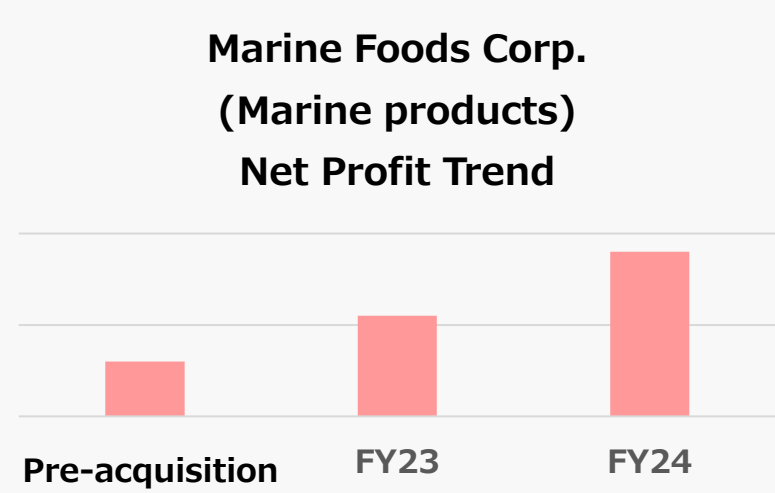
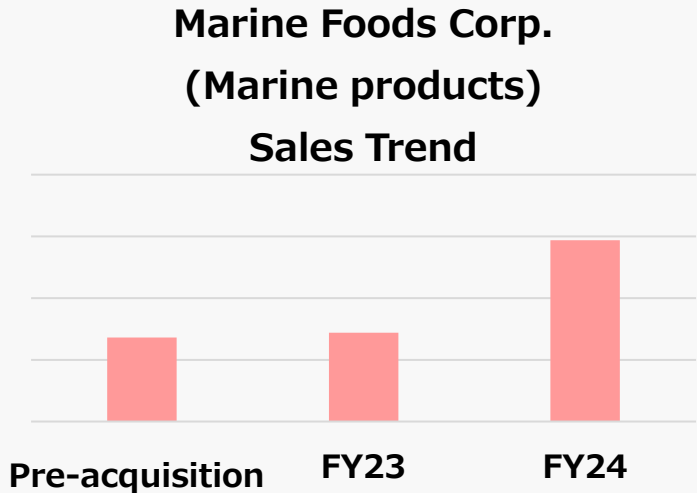
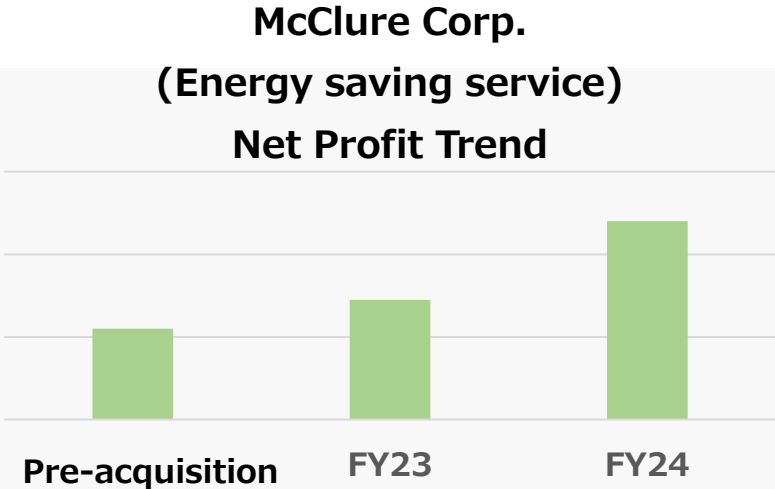
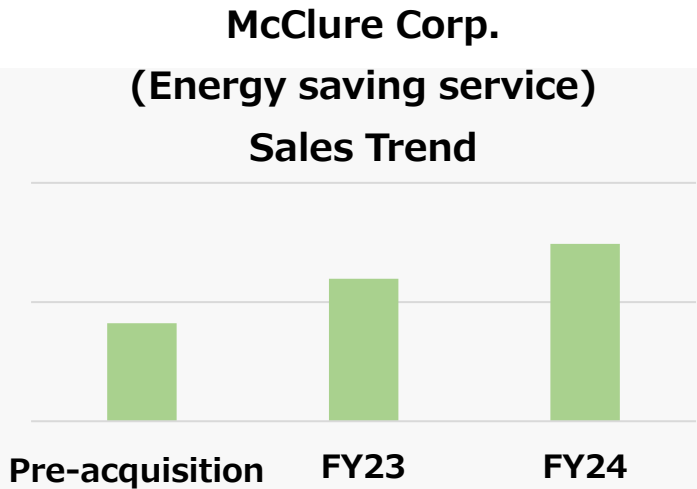
- Reinforcement of retail value chains in growth markets
- Acceleration of development of revenue-generating clusters of businesses (*Katamari*) through investment in a commercial food wholesale business
- Measures underway to improve profitability in retail businesses affected by deterioration of economic sentiment in Vietnam



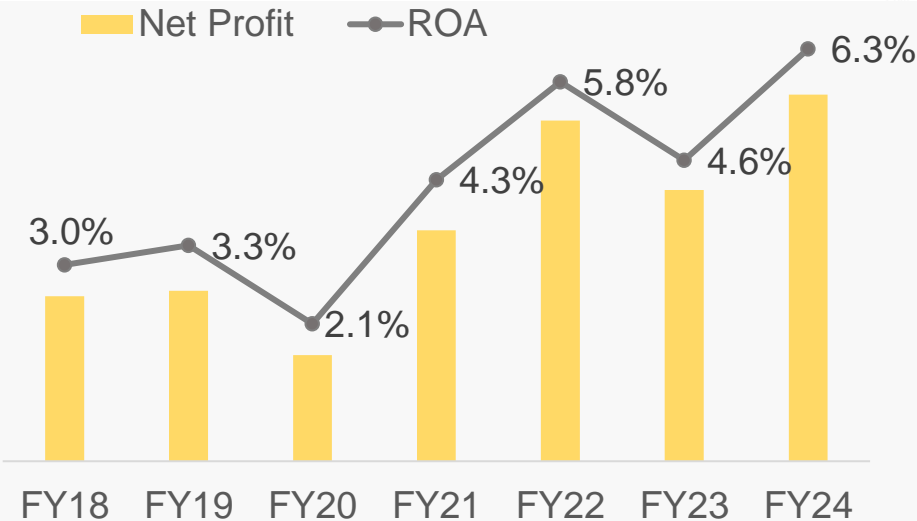
Production and sales of made-in-Vietnam beef

- Capturing the growing Vietnamese beef market, enter the business while partnering with the Vinamilk Group
- Start of operation at beef processing plant in December 2024

Operation Improvements in Recent Acquisitions



Operation Improvements in Trading (Chemicals division)



- Improvement of value through strength augmentation and function enhancement, pursuit of ongoing growth through development of frameworks for collaboration with external partners, and refinement of existing businesses by implementing improvements in loss-making and underperforming businesses

Strength augmentation and function enhancement

Chemical businesses

- Bolstering of earning power by capitalizing on vast network and project proposal and execution capabilities
- Target of **profit for the year of JPY30.0 bn in Sojitz's Next Stage** through capacity acquisition and business expansion in new fields via new investments

Southeast Asian fertilizer businesses  
Agriculture platform businesses

- Heightening of leading market share and superior sales capabilities while exploring new fields utilizing Digital Transformation
- Further expansion of **profit for the year of JPY9.0bn in FY24** in total from three Southeast Asian fertilizer companies

etc.

Collaboration with external partners

Rental residential business  
<MTP2023>

Marine vessel business  
<MTP2026>

- Transference of holdings in existing businesses to external partners more suited to their operation while continuing to provide the functions that are strengths of Sojitz
- **Development of frameworks for ongoing growth** by expanding business scale through growth together with partners

etc.

Rehabilitation of loss-making and underperforming businesses

Used car business in Australia

- Closure of unprofitable stores
- **Elimination of losses** through new store openings and improvement of store operating margins via sharing and implementation of best practices

Coking coal business in Australia

- **Securing of competitive edge** through production expansion and cost reductions

etc.

	Net Profit FY23 Results	ROE FY23 Results	ROE FY24 Forecast/Results	PBR * 1	FY24 Dividend Yield * 2
Mitsubishi	¥964.0 bn	11.3%	10.4%	x 1.06	3.69%
Mitsui	¥1,063.7 bn	15.3%	-	X 1.16	3.45%
Itochu	¥801.8 bn	15.6%	16.0%	X 1.78	2.75%
Sumitomo	¥386.4 bn	9.4%	12.0%	X 0.90	3.72%
Marubeni	¥471.4 bn	15.2%	Around 15%	X 1.13	3.76%
<b>Sojitz</b>	<b>¥100.8 bn</b>	<b>11.4%</b>	<b>11.6%</b>	<b>X 0.75</b>	<b>4.45%</b>

\* 1: Stock prices as of April 30th, 2025

\*2: As of April 30th, based on company forecast for dividends for FY24



## Appendix

# Medium-Term Management Plan 2026

Next  
Stage

Net Profit: ¥200.0 bn  
ROE: 15%  
Market Cap: ¥2 trillion

“Becoming a company that constantly cultivates business and human capital”

Vision for 2030

Create our corporate value by meeting market needs and providing solutions to social issues

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

MTP  
2026

To reach Next Stage (Market cap “2.0x Growth”),

- Connect dots of our businesses to form “Katamari”\* to accelerate growth
- Proactive investments in and development of human capital

Reinforcing  
Base of  
Growth

Enhancing  
Human  
Capital

## - Start of the Next Decade -

Transformation of business portfolio for sustainable value creation, and challenges for “New way and New Values”

\* “**Katamari**” is the Japanese word for business cluster. In this context, it refers to a business (or business cluster) generating a significant profit. Sojitz aims to form many “Katamari”, each of which comprises a large portion of Sojitz Group portfolio.

MTP  
2023

Continuing  
growth

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

Investment and  
Financial Discipline

Investment plan  
**> ¥600.0bn**

with maintaining  
financial discipline

Financial Targets  
(3 years avg.)

**ROE > 12%**  
**Net Profit**  
**> ¥120.0bn**

Shareholder Returns

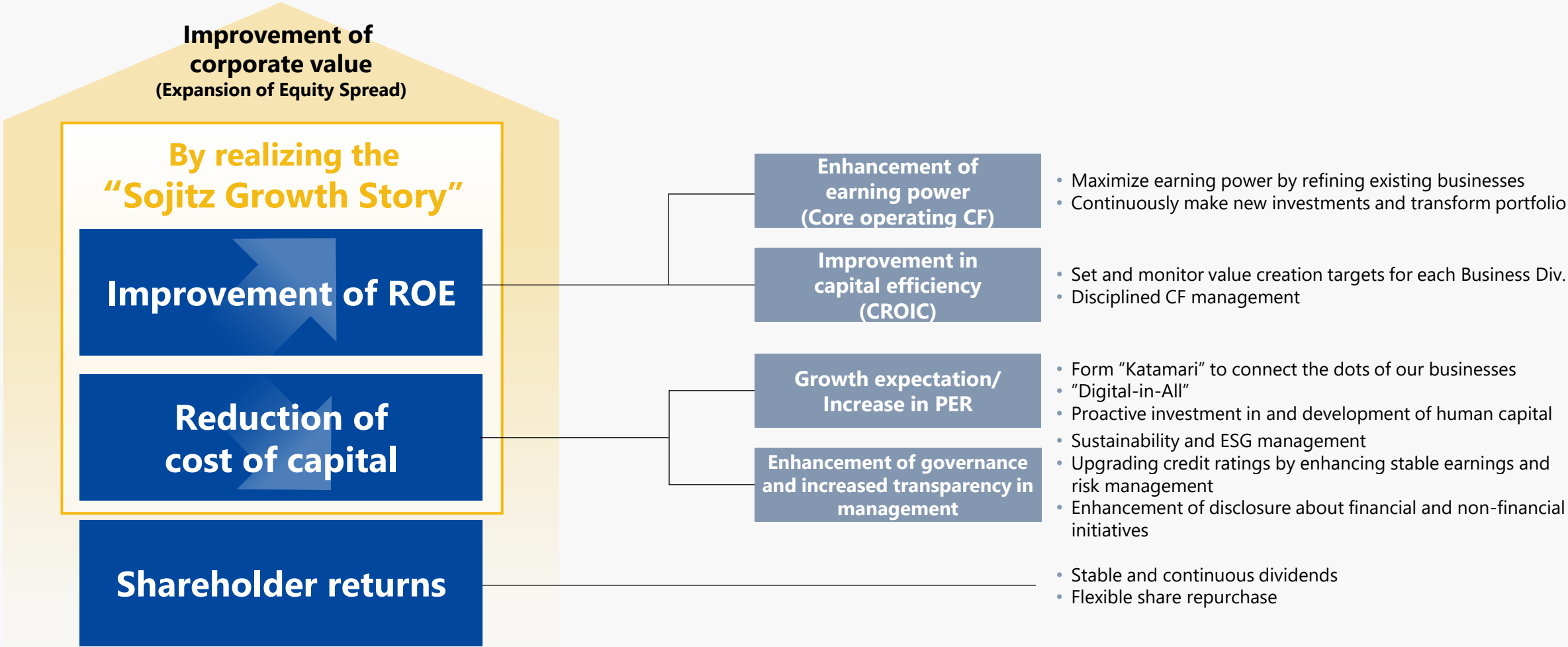
approx. **30%** of  
**Core operating CF (3 years total)**  
is allocated to shareholder returns

- **Progressive dividend**  
4.5% of Shareholder equity
- **Flexible Share repurchase**  
in case of surplus cash flow

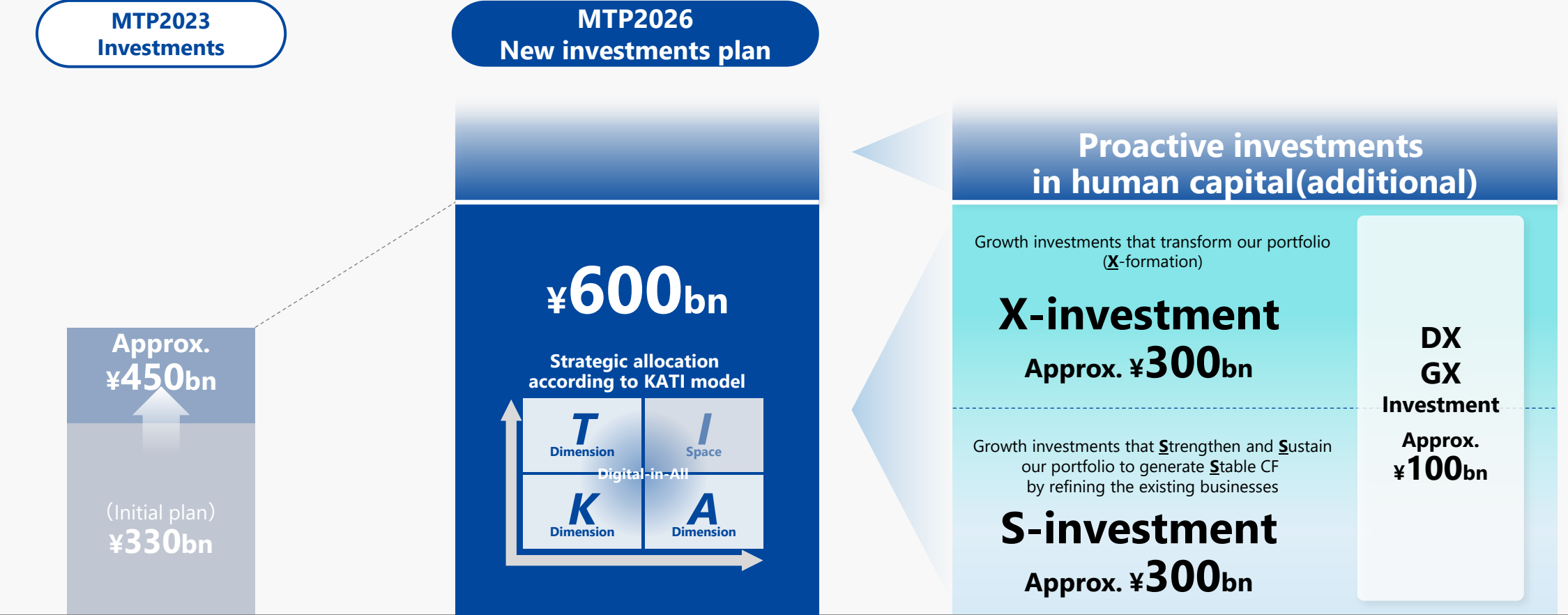
➡ MTP2023 EPS : ¥428/share (3 years avg.)    ➡➡➡ MTP2026 EPS : ¥570/share (3 years avg.)

vs. MTP2023 **Annualized Rate: +10% Growth**

- Continuing MTP2026 to commit to improve our corporate value with aim to **increase PER** by realizing the “Sojitz Growth Story”. Consequently, PBR will be consistently be maintained above 1.0x and further improvement will be achieved.



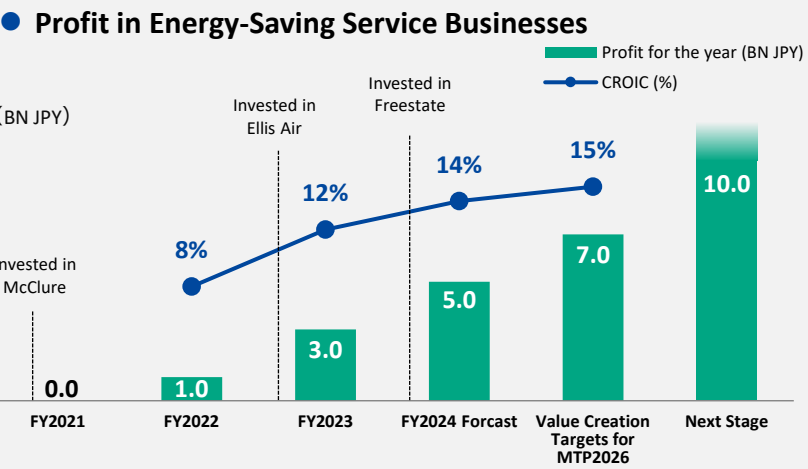
- Make **aggressive growth investments (¥600bn)** and **investments in human capital (additional)** to reach the Next Stage.
- Growth investments transforming our portfolio (X-investments) will be executed with a scale of **¥50bn** and sufficient profitability.



# Appendix Progress of Medium-Term Management Plan 2026

Targets

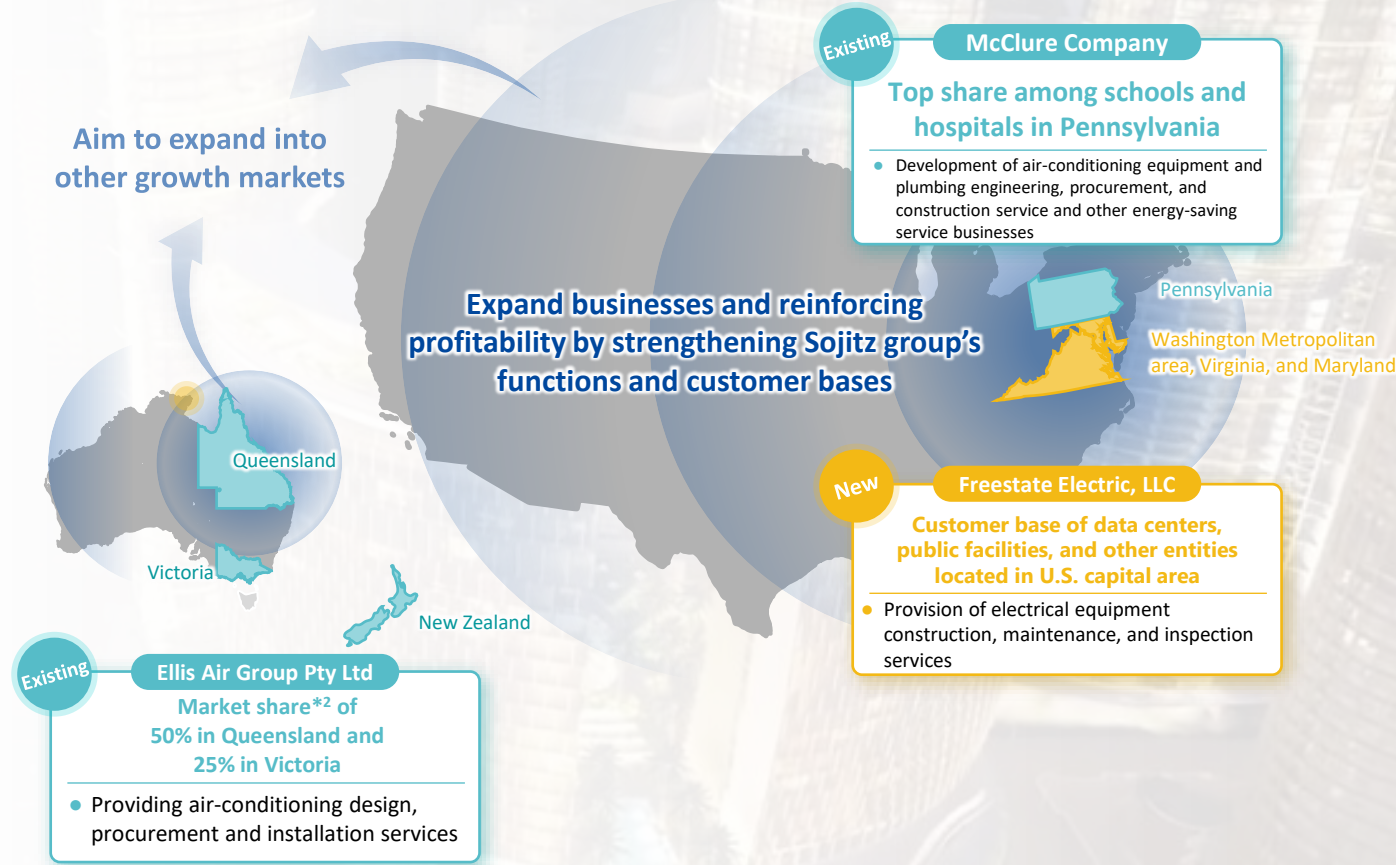
- Construction of robust operating foundations in relevant regions and **expansion of energy-saving service businesses** to create energy solutions businesses
- CROIC surpassing **10%** posted in the business area of energy-saving services (CROIC 4.0% in FY2023); **higher levels to be targeted going forward**
- Pursuit of profit for the year of **¥7.0 billion** during period of MTP2026 and development of revenue-generating cluster boasting profit for the year of **¥10.0 billion** in Sojitz's next stage



\*1 *Katamari* indicates revenue-generating clusters of business.

Initiatives

- Steady growth of energy-saving service demand in conjunction with rising electricity demand
- Expanding business areas and creating reliable revenue-generating clusters of businesses (*Katamari*) mainly in the United States and Australia



\*2 For major builders in the commercial building sector





Acquisition of shares in  
“Capella Capital Partnership”  
Australia’s Major Public Infrastructure  
Developer and related PPP investment platform,  
making them **Consolidated Subsidiaries**

Total investment amount

Approx. JPY**47.0**bn

(including funds for share acquisition and  
planned investment in ongoing projects)

Revenue Outlook for the Next Stage

Approx. JPY**5.0**bn  
(Capella’s net profit )

- FY26 Investment balance : Approx. JPY24.0bn
- FY26 Revenue outlook : Approx. JPY2.5bn

Overview of Capella

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

**Project amount over  
JPY3.4tn** (18 projects)

**Highly specialized  
personnel**

with extensive development and  
operational experience

**Strong network with  
the government and  
construction companies**  
backed by proven track records



Frankston Hospital



New Melton Hospital



North East Link

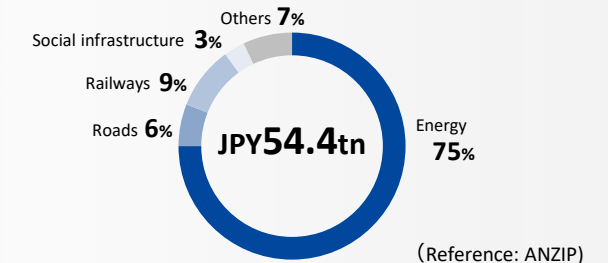


Melbourne Metro



Characteristics of  
the Australian PPP Market

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



- **Strong leadership and commitment of the government**
  - Higher project realization compared to other regions
  - Fair risk allocation and returns

\*1 *Katamari* indicates revenue-generating clusters of business.



Bar Graph :  
Profit in Energy Solutions & Healthcare Division

Over **2.0x** Growth

**JPY50.0bn**

**JPY22.4bn**

Development of *Katamari*

Acquisition Track Record and Acquisition Amount

1	Jan. 2025	Capella Capital Partnership in Australia	Approx. JPY <b>47.0bn</b>
2	Dec. 2021	McClure Company in the U.S.	Approx. JPY <b>40.0bn</b>
	Oct. 2024	Freestate Electric, LLC in the U.S.	
	Sep. 2023	Ellis Air Group Pty Ltd. in Australia	
3	Jan. 2025	Climatech Group Holdings Pty Ltd. in Australia	Approx. JPY <b>18.0bn</b>
	Nov. 2021	Nexus Energia S.A. in Spain	
	Jan. 2025	New Measured Power Ltd (Pinergy) in Ireland	

5.0- 1 New initiatives

10.0- 2 Energy-saving service business

6.0 3 Renewable energy, electricity and retail service business etc.

5.0-10.0 Healthcare business

5.0-6.0 Sojitz Machinery Corporation

10.0 Gas-related business

Strategies for Transformation and Growth

Acquisition of  
Business Creation  
Foundation

Investment in  
Growth Businesses

Continuous  
Investment

Leveraging  
Customer Base and  
Pursuing Synergies

FY24 Result

**Next Stage**

The total profit of the 7 companies for FY2026 is expected to be **JPY12.5bn<sup>\*1</sup>**

<sup>\* 1</sup> Figures represent simple sums of the profit of the relevant companies attributable to the Company.

## Targets

**Bolstering of sales in growing overseas markets** as marine product group boasting strengths in relation to tuna and world’s top lineup of sushi ingredients as well as higher earnings from domestic businesses

Pursuit of profit for the year of **¥4.0** billion during period of MTP2026 and development of revenue-generating cluster boasting profit for the year of **¥8.0** billion in Sojitz’s next stage

### Major Subsidiaries and Affiliates

(BN JPY)	FY23	FY24	MTP2026
The Marine Foods Corporation	1.0	3.6	4.0
TRY Inc.	0.1		Next Stage Target
Others	0.1		
Marine product businesses*2	1.2		8.0

Others : Dalian Global Food Corporation, Sojitz Tuna Farm Takashima

\*1 *Katamari* indicates revenue-generating clusters of business.

\*2 Figures represent simple sums of the performance of the relevant companies.

## Initiatives

### Operating Environment

Recovery in tuna market, but rising prices of certain products due to smaller catches

Existing

### The Marine Foods Corporation

#### Aiming for a turnaround in the year-end demand season

- Sales of some products have been sluggish against the backdrop of rising market prices due to a decrease in fish landings
- Reinforcement of raw material procurement capabilities and overseas sales through group collaboration, as well as efforts to turn around in the year-end demand season

Existing

### TRY Inc.

#### Strengthening sales through collaboration

- While the tuna market is on a recovery trend compared to last year, performance is solid, and progress is generally in line with expectations
- Strengthening sales capabilities through collaboration with Marine Foods Corporation

Existing

### Others

#### Maximizing earnings through group synergies

- Maximizing earnings through group collaborations, including production of secondary processed products for Marine Foods Corporation at Dalian Global Food Corporation

New

#### Expansion into overseas markets Entering sushi business in the U.S.

- Acquisition of all takeout sushi businesses of Sushi Avenue, a company running 300 stores of takeout sushi in the midwestern United States, as part of efforts to enter overseas markets by capitalizing on procurement and product development capabilities of existing businesses

Targets

**Strengthening of retail value chain,**  
encompassing wholesale, retail, prepared foods, and  
warehouses, in growing market of Vietnam

Enhancement of selling and delivery capabilities to  
achieve profit for the year of **¥3.0 billion** during period  
of MTP2026 and grow revenue-generating cluster  
boasting profit for the year of **¥10.0 billion** in Sojitz’s  
next stage

● Major Subsidiaries and Affiliates

(BN JPY)	FY23	FY24	MTP2026
Wholesale	1.0	1.5	3.0
Retail	(0.1)		Next Stage Target
Others	(0.2)		
Retail businesses in Vietnam*2	0.7		10.0

Wholesale : Huong Thuy, Dai Tan Viet (DTV)  
Retail : Ministop VN  
Others : Japan Best Foods, Newland VJ, Newland VJ Long An

\*1 *Katamari* indicates revenue-generating clusters of business.  
\*2 Figures represent simple sums of the performance of the relevant companies.

Initiatives

Operating Environment

Slow recovery of retail market, despite extension of reduction to Vietnam’s value-added tax until late 2024 and other government stimulus measures, expected to result in sluggish earnings for Sojitz’s retail operations

Existing

Wholesale

**Strong performance at DaiTanViet**  
Becoming the earnings pillar of retail  
businesses in Vietnam

- Strong performance at DaiTanViet, acquired in FY2023, achieved by catering to restaurant demand from tourists despite sluggish consumption
- Reinforcing earning capacity by maximizing group synergies

Existing

Retail

**Revisions to pricing strategies**  
depending on external environment

- Slow recovery in customer numbers due to stagnant consumer spending creating situation requiring attention
- Improvements in profitability to be pursued by growing sales while reducing costs through revisions to pricing strategies

New

**Supply chain transformation**  
through digital transformation

- Investment in Finviet promoting digital transformation for traditional small retail stores in Vietnam
- Transforming supply chain combining Finviet’s online distribution network with existing businesses

Path to success

Enhanced trade functions with market foresight and broad customer base, achieving growth exceeding JPY10.0bn post-COVID19

Target of profit for the year of JPY30.0bn to be pursued by bolstering earnings power through new investments in areas of expertise based on extensive trading experience

- Building new-generation eco-friendly business

New investments in areas of expertise

- Expansion into manufacturing and other new fields
- Generation of synergies by enhancing trading functions

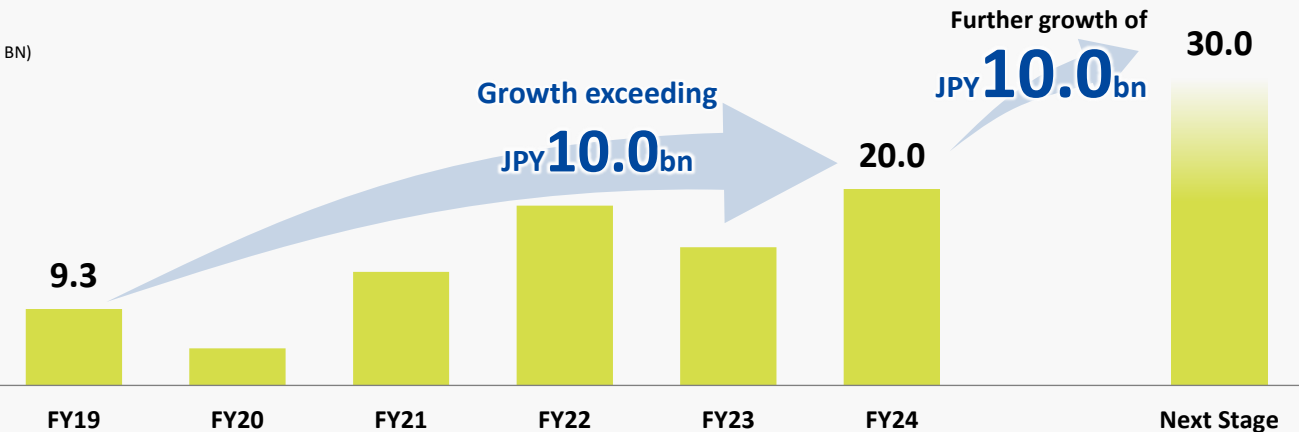
Path to success

Enhancement of trading businesses

(Development of new sales channels by predicting supply chain changes)

Profit for the Year in the Chemicals Division

(JPY BN)



Acquired NIPPON A&L INC.  
as a consolidated subsidiary



High societal demand for lithium-ion batteries

Acquired 66.5% of shares in NIPPON A&L INC. in June 2025

Involvement in trading of NIPPON A&L's products since advent of LiBs

Rising battery demand driven by global trend toward EVs

- 1 Growth of existing battery material trading operations
- 2 Expansion into Europe and Asia
- 3 Broadening of operations serving papermaking and automotive industries

Goal of becoming leading battery material company

Business Activities

Engaged in the manufacturing, sales, and R&D of SBR latex—used in LiBs and paper coatings— and ABS resin for automotive and home appliances

\*1 *Katamari* indicates revenue-generating clusters of business.

# Forecasting changes in the aviation market and creating new value and revenue opportunities with a foundation of accumulated history and results

## Developing new businesses through collaboration with the aviation industry

### Path to success

- World-class partner network
- Diversified Business Foundation
- Highly specialized human capital
- Capability to expand into new domains leveraging our strengths



## Future Forecasting, Innovative Transformation, Challenge-Taking Spirit

\*1 Private finance initiative \*2 Performance-based logistics \*3 *Katamari* indicates revenue-generating clusters of business.



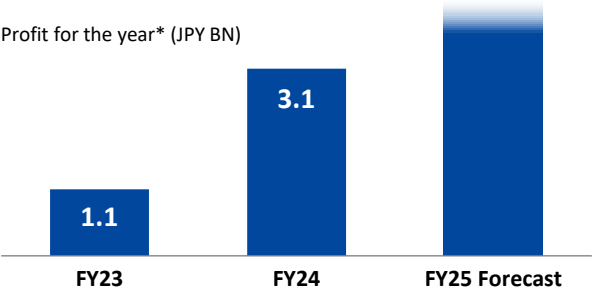
# Development of competitive position in Panama to take advantage of market growth

## Path to success

Leveraging locally cultivated talent and expertise rooted in surrounding regions, concentrating resources in high-potential **niche markets**, to **establish regional dominance**, and build competitive advantage across an extensive **value chain**

### Profit for the automobile sales business in Latin America

Profit for the year\* (JPY BN)



## Establish competitive advantage in new markets by leveraging accumulated experience and expertise

- **Synergies with Puerto Rico**  
- Human resources and expertise in marketing and services
- **Expansion into adjacent areas, enhancement of functions, and value chain development**

### Puerto Rico

Sojitz de Puerto Rico Corporation

Expansion of Hyundai brand vehicle sales track record, accumulation of business operation expertise, and development of network

Track record in Argentina, Venezuela, Pakistan, and Thailand

Panama

### Growth Market of Panama

- A key hub for finance and logistics in Latin America
- Growing population and economy anticipated to drive automobile market expansion

\* Figures exclude one-time gains and losses    \*1 *Katamari* indicates revenue-generating clusters of business.

- Promotion of earning with digital technologies, improvement of value with digital technologies, and development of digital infrastructure based on “Digital-in-All” concept for creating value
- Development underway of road map for generating JPY10.0bn in earnings from digital businesses under Sojitz’s Next Stage
- Inclusion in Digital Transformation Stocks 2025 selection (2nd year following 2023)



STech I (Sojitz Tech-Innovation)

- Establishment of new corporate brand focused on application businesses while coordinating with Sojitz and expanding external sales

SAKURA internet

- Acceleration of government cloud development

Co-creation with partners

- Investment in AI start-up Degas
- Collaboration in Thai agriculture platform project utilizing Degas’ geospatial foundation model

Progress of DX lead projects

- Thai agriculture platform
- Secondhand vehicle distribution platform
- Improvement of management of tuna projects in marine product business

Discovery and Projectization of Digital Initiatives

- Meat distribution platform
- Enhancement of chemical trading businesses
- Digital transformation of coal mining (coal dressing) processes

Utilization and Governance of Generative AI

- Introduction and Groupwide deployment of Sojitz AI Chat
- Establishment of AI governance team

Cultivation of DX-Experts

- Practical application-level DX-Experts  
24% of career track employees (480 employees)
- Expert-level DX-Experts  
5% of career track employees (99 employees)

IT infrastructure & Core system

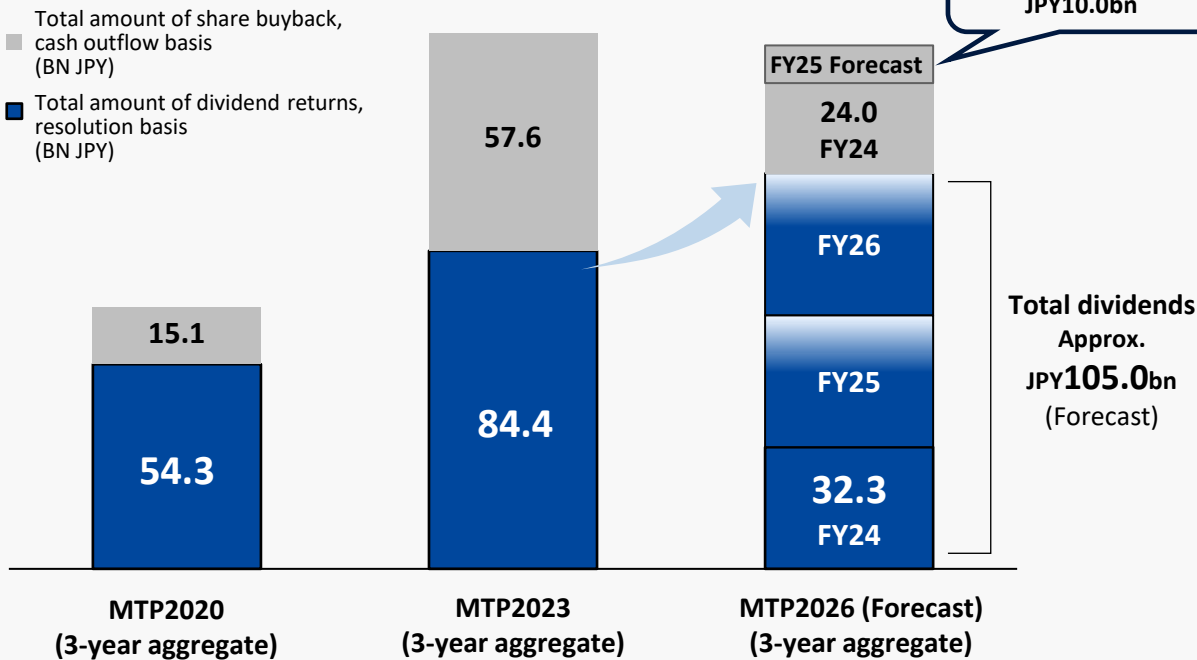
Enhancement of security measures

Support for operating companies

- 10% increase in dividends YoY (from JPY150 to JPY165) based on progressive and predictable stable dividend policy
- Announcement of share buybacks with an upper limit of JPY10.0bn or 2,800,000 shares based on stock price and core operating cash flow trends

## Enhancement of total dividends

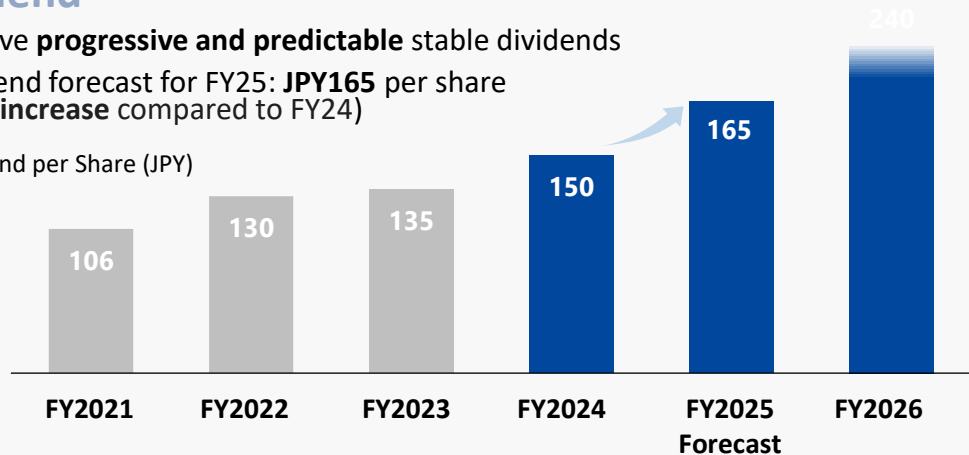
- As a result of **progressive dividend** 4.5% of Shareholder equity, the **total dividends has increased.**



## Dividend

- Achieve **progressive and predictable** stable dividends
- Dividend forecast for FY25: **JPY165** per share (10% increase compared to FY24)

■ Dividend per Share (JPY)



## Share buyback

- The shares announced in September 2024 were **fully acquired** by March 2025. (JPY209bn/6,500,000 shares, Period of buyback: October 1, 2024, to March 24, 2025)
- Decided the acquisition of share buyback up to JPY10.0bn or 2,800,000 shares** on May 1, 2025. (Period of buyback: May 2, 2025, to July 31, 2025)
- Total amount of share buyback (cash outflow basis)**

FY2021	FY2022	FY2023	FY2024	FY2025 Forecast
JPY15.0bn	JPY0.0bn	JPY42.6bn	JPY24.0bn*	JPY10.0bn

\* Include a part of share buyback announced on Feb. 22, 2024.



- Profit for the year of **JPY110.6bn** in FY2024, **profit increased** compared to FY2023, **surpassing full-year forecast** of JPY110.0bn
- Generation of profits accompanied by cash with solid core operating cash flow

(BN JPY)	FY23	FY24	Difference	FY24 Forecast (Feb. 4, 2025)	FY25 Forecast
Profit for the year	100.8	<b>110.6</b> <small>Achieved against forecast 101%</small>	+9.8	<b>110.0</b>	<b>115.0</b>
Core operating cash flow <sup>*1</sup>	109.2	<b>135.2</b> <small>Achieved against forecast 104%</small>	+26.0	<b>130.0</b>	<b>145.0</b>
Core cash flow <sup>*2</sup>	(62.8)	<b>(31.8)</b>	+31.0	<b>(45.0)</b>	<b>(75.0)</b>
Basic earnings per share (Yen)	451	<b>514</b>	+63	<b>506</b>	<b>551</b>
ROE (%)	11.4	<b>11.7</b>	+0.3	<b>11.6</b>	<b>11.6</b>
ROA (%)	3.6	<b>3.7</b>	+0.1	<b>3.7</b>	<b>3.6</b>
Dividends (Yen)	135	<b>150</b>	+15.0	<b>150</b>	<b>165</b> <small>Interim JPY82.5/ Year-end JPY82.5</small>

\*1 "Core operating cash flow" = Cash flow after deducting changes in working capital and others from operating cash flows calculated for accounting purposes

\*2 "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.)

	Mar. 31, 2024	Mar. 31, 2025	Difference	FY24 Forecast (Feb.4, 2025)	FY25 Forecast	Difference
(BN JPY)						
Total Assets	2,886.9	<b>3,087.3</b>	+200.4	<b>3,100.0</b>	<b>3,300.0</b>	+212.7
Total Equity <sup>*1</sup>	924.1	<b>969.0</b>	+44.9	<b>980.0</b>	<b>1,020.0</b>	+51.0
Shareholder Equity <sup>*2</sup>	724.9	<b>778.8</b>	+53.9	—	—	—
Equity Ratio <sup>*1</sup>	32.0%	<b>31.4%</b>	(0.6)ppt	<b>31.0%</b>	<b>30.9%</b>	(0.5)ppt
Gross interest-bearing debt	906.7	<b>1,086.4</b>	+179.7	—	—	—
Net interest-bearing debt	697.3	<b>887.2</b>	+189.9	<b>900.0</b>	<b>1,050.0</b>	+162.8
NET DER(Times) <sup>*1</sup>	0.75	<b>0.92</b>	+0.17	<b>Approx. 0.9</b>	<b>Approx. 1.0</b>	—
ROE	11.4%	<b>11.7%</b>	+0.3ppt	<b>11.6%</b>	<b>11.6%</b>	(0.1)ppt
ROA	3.6%	<b>3.7%</b>	+0.1ppt	<b>3.7%</b>	<b>3.6%</b>	(0.1)ppt
Risk Assets	580.0	<b>630.0</b>	+50.0			
vs. Total Equity, Times <sup>*1</sup>	0.6	<b>0.7</b>	+0.1			
Current ratio	150.2%	<b>159.8%</b>	+9.6ppt			
Long-term debt ratio	81.9%	<b>81.6%</b>	(0.3)ppt			

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

\*2 "Shareholder equity" is after deducting other components of equity from total equity.

- Allocating approx. **70%** of the core operating cash flow over the 3-year period to **growth investments** for reinforcing base of growth and **human capital investments**, and approx. **30%** to **shareholder returns** under MTP2026
- Despite some delays in the execution of planned investment projects, **no change** in MTP2026 **3-year aggregate forecast**.
- Continuing to execute **high-quality projects with speed**.

	(BN JPY)	MTP2020 - 2023 6-Year Aggregate Results (FY18 - FY23)	MTP2026 3-Year Aggregate Forecast (FY24 - FY26)	FY24	FY24 Forecast (Feb. 4, 2025)	Achieved	FY25 Forecast
Cash inflow	Core operating CF <sup>*1</sup>	602.0	450.0	135.0	130.0	104%	145.0
	Asset Replacement (Investment recovery)	451.0	180.0	22.5	25.0	90%	50.0
Cash outflow	New Investments		(600.0)	(103.0)	(120.0)	86%	(200.0)
		(709.5)					
	Capex and others		(40.0)	(31.0)	(25.0)	124%	(25.0)
	Shareholder Returns <sup>*2</sup>	(204.0)	(130.0)	(55.5)	(55.0)	101%	(45.0)
	Core CF <sup>*3</sup>	139.5	(140.0)	(32.0)	(45.0)	—	(75.0)

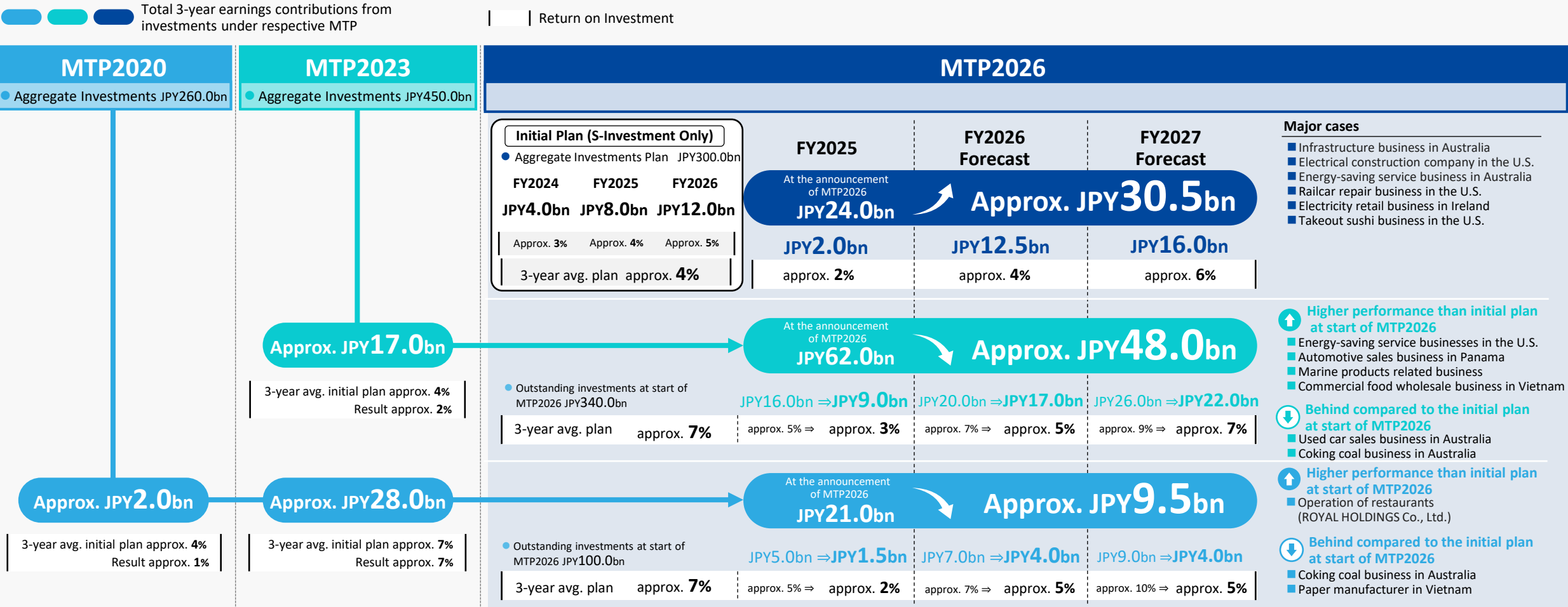
\*1 "Core operating cash flow" = Cash flow after deducting changes in working capital and others from operating cash flows calculated for accounting purposes

\*2 Include acquisition of treasury stock

\*3 "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.)

Total Investments	JPY103.0bn		
Major Cases	Essential infrastructure	JPY66.0bn	<ul style="list-style-type: none"><li>Railcar repair business and railcar leasing business in the U.S.</li><li>Energy-saving service businesses in the U.S. and Australia</li><li>Off-shore wind power generation business in Taiwan</li><li>Electricity retail business in Ireland</li><li>Energy storage business in Chile etc.</li></ul>
	Food value chain	JPY19.5bn	<ul style="list-style-type: none"><li>Retail business in Asia</li><li>Vietnamese SaaS company</li><li>Takeout sushi business in the U.S. etc.</li></ul>
	Energy and materials solutions	JPY3.0bn	<ul style="list-style-type: none"><li>Turquoise hydrogen business in Finland etc.</li></ul>
	Others	JPY14.5bn	<ul style="list-style-type: none"><li>Domestic hotel value-enhancement business</li><li>Automotive sales business in Panama</li><li>Innovation investment etc.</li></ul>
Total Asset Replacement	JPY22.5bn		
Major Cases	<ul style="list-style-type: none"><li>Sale of overseas industrial park</li><li>Sale of domestic and overseas solar power generation businesses</li><li>Hospital project in Turkey</li><li>Sale of cross-shareholdings etc.</li></ul>		

- **MTP2026 Investments:** Although the first-year returns were below expectations due to delays in investment execution, the forecast is raised due to the steady growth and early contribution of profits from new investments.
- **MTP2020 and 2023 Investments:** Due to the impact of coal business and used car sales business in Australia, the contribution amount has decreased. Continuing to strengthen our value improvement capabilities and focus on improving profitability.



# Cash Return on Investment Capital (CROIC) by Segment

	MTP2023				MTP2026		Analysis towards value creation targets under MTP2026	Next Stage
	FY21	FY22	FY23	MTP2023 3-year avg.	FY24	Value Creation Targets		
<b>Automotive</b>	9.6%	8.9%	5.5%	8.0%	5.0%	8.0%	<ul style="list-style-type: none"> <li>Decline in CROIC, despite earnings contributions from new investments, due to downturns in used car sales business in Australia</li> <li>Utilization of business model capable of generating earnings accompanied by cash to achieve value creation targets through boosts to earnings in businesses with sluggish performance and improvements in capital efficiency in other existing businesses</li> </ul>	8.0%
<b>Aerospace, Transportation &amp; Infrastructure</b>	4.7%	4.8%	5.4%	4.9%	5.0%	6.0%	<ul style="list-style-type: none"> <li>CROIC on par with previous fiscal year, despite reduced capital efficiency following temporary increases in funding demand in aircraft trading businesses, as a result of higher capital efficiency attributable to growth in existing businesses and reorganization of marine vessel businesses</li> <li>Pursuit of value creation targets by branching out through new business investment and improving capital efficiency in existing businesses</li> </ul>	8.0%
<b>Energy Solutions &amp; Healthcare</b>	3.0%	2.0%	2.8%	2.6%	2.3%	4.0%	<ul style="list-style-type: none"> <li>Delays in earnings contributions due to concentration of new investments in second half of fiscal year, resulting in temporary decline in CROIC, but CROIC improving nonetheless due to growth in energy-saving service operations and asset replacement</li> <li>Pursuit of CROIC surpassing value creation targets through generation of cash via improvements to capital efficiency in existing businesses and asset replacement as well as ongoing new investments</li> </ul>	(*) 6.0%
<b>Metals, Mineral Resources &amp; Recycling</b>	10.7%	20.3%	14.3%	15.1%	10.5%	15.0%	<ul style="list-style-type: none"> <li>Downturn in CROIC due to slump in coal market</li> <li>Capital efficiency impacted by market volatility, but value creation targets to be pursued via improvements to capital efficiency in existing businesses</li> </ul>	(*) 12.0%
<b>Chemicals</b>	9.1%	12.4%	10.3%	10.6%	13.4%	10.0%	<ul style="list-style-type: none"> <li>Improvements to CROIC due to earnings contributions primarily from overseas trading businesses</li> <li>Target of CROIC of same level as defined for Sojitz's next stage, despite temporary reductions to capital efficiency in conjunction with new investments, through capital efficiency improvements in existing trading businesses</li> </ul>	12.0%
<b>Consumer Industry &amp; Agriculture Business</b>	9.6%	8.1%	8.9%	8.9%	9.3%	10.0%	<ul style="list-style-type: none"> <li>Improvements to CROIC due to enhancements to sales capabilities and profitability in overseas fertilizer businesses</li> <li>Pursuit of value creation targets by branching out through new investments and improving capital efficiency in existing businesses</li> </ul>	12.0%
<b>Retail &amp; Consumer Service</b>	2.9%	1.9%	4.5%	3.1%	4.2%	6.0%	<ul style="list-style-type: none"> <li>Upward trend in CROIC, despite year-on-year decline, due to improvements earnings from prior marine product and domestic retail business investments</li> <li>Pursuit of value creation targets via swift growth of earnings in Southeast Asian retail businesses and improvement of capital efficiency in other existing businesses</li> </ul>	8.0%

\* Changed from the announcement on May 1, 2024

- Cash return on invested capital (CROIC) is an indicator used for measuring and evaluating value creation introduced as part of MTP2023. CROIC = Core operating cash flow / Invested capital

\* Value creation targets figures have been set under MTP 2026 indicating the minimum level of the 3-year average CROIC that each division needs to achieve in order for us to accomplish our Companywide target of ROE of 15% or above in Next Stage.

	FY23 (Annual Avg.)	FY24 (Annual Avg.)	FY25 Assumptions (Annual Avg.)	Latest Data (As of Apr. 24, 2025)
Coking coal <sup>*1</sup>	US\$287/t	US\$210/t	US\$180/t	US\$191/t
Thermal coal <sup>*1</sup>	US\$142/t	US\$130/t	US\$100/t	US\$92/t
Crude oil (Brent)	US\$82.1/bbl	US\$78.2/bbl	US\$70.0/bbl	US\$66.6/bbl
Exchange rate <sup>*2</sup>	JPY145.3/US\$	JPY152.6/US\$	JPY145.0/US\$	JPY143.0/US\$
Interest Rate (TIBOR)	0.08%	0.48%	1.00%	0.78%

<sup>\*1</sup> Coal prices are based on standard market prices and therefore differ from the Company’s selling prices.  
<sup>\*2</sup> Impact of fluctuations in the exchange rate on earnings: JPY1/US\$ change alters gross profit by approx. JPY0.8bn annually, profit for the year by approx. JPY0.3bn annually, and total equity by approx. JPY2.0bn annually.

❑ Investment Proposal

- ✓ Investment strategy built based on division/ Company strategy.
- ✓ Identification of risk.
- ✓ Investment/business analysis based on quantitative and qualitative analysis.

Quantitative Analysis:

- ✓ **HR based on Company WACC**  
(Around 5-6%)
- ✓ **Division based CROIC target**
- ✓ **Company Cash flow management**

MTP 2026 CROIC Target

Automotive	8%
Aerospace, Transportation & Infrastructure	6%
Energy Solutions & Healthcare	4%
Metals, Mineral Resources & Recycling	15%
Chemicals	10%
Consumer Industry & Agriculture Business	10%
Retail & Consumer Service	6%

❑ Investment Decision

Investment decision made in different layers depending on the amount of cash expenditure and the effect on the Company.  
Decision made either by;

- ✓ Head of the division
- ✓ Finance and Investment Deliberation Council (CFO as the Chairman)
- ✓ President
- ✓ Board of Directors

❑ Monitoring/ Divestment





- ✓ CROIC/PL forecasting/management by division head
- ✓ Company Cash flow management
- ✓ Company strategy change (ESG etc.)
- ✓ **Confirmation of whether minimal level of value is being created (ROIC, CROIC) by the Management Committee every half a year.**  
Any investment that does not surpass the criteria will either be monitored (revision of plan) or exited.



## Breakdown of Remuneration Given 100% Accomplishment of Targets Pertaining to Performance-Linked Remuneration

Prior to Revision

After Revision

Type of remuneration			Type of remuneration			Overview	Performance-linked indicators (KPIs)	Evaluation weights (Current > After amendment)	Variation in remuneration	Timing of payment
Basic remuneration (Fixed)	Cash (54-66%)		Cash (40-64%)	Basic remuneration (Fixed)		Determined by the individual's rank commensurate with job responsibilities	—	—	—	Monthly
						Linked to corporate performance in a single year as well as progress made with the Medium-Term Management Plan	Consolidated net profit* <sup>1</sup> (level of achievement of single-year targets)	35%→30%	0–150%* <sup>2</sup>	Once a year, at a certain time
							Consolidated net profit* <sup>1</sup> (progress made toward cumulative targets of the Medium-Term Management Plan)	35%→30%		
							ROE	20% (no change)		
							Core operating cash flow (level of achievement of single-year targets)	5%→10%		
Core operating cash flow (progress made toward cumulative targets of the Medium-Term Management Plan)	5%→10%									
Performance-linked remuneration (Variable)	Cash (21-26%)		Cash (20-22%)	Short-term	Performance-linked remuneration (Variable)	Linked to the achievement of the Medium-Term Management Plan and the increase in corporate value (in terms of ESG and share price)	Accumulated consolidated net profit* <sup>1</sup> in the three-year period	60%→40%	60–200%	Shares allotted after retirement
							Sojitz share growth rate* <sup>3</sup>	30%→40%		
							ESG-related criteria* <sup>4</sup>	10%→20%		
Performance-linked remuneration (Variable)	Cash (13-20%)		Shares (16-40%)	Medium- to long-term						

\*1 Consolidated net profit refers to profit for the year attributable to owners of the Company.

\*2 If actual results for each criterion fall below 40% of the targets, no remuneration shall be paid for such criterion.

\*3 Evaluation shall be made based on a relative comparison between total shareholder return (TSR) of Sojitz and TOPIX (including dividends).

\*4 Level of achievement of the ESG targets is evaluated by the Remuneration Committee.