

## Sojitz Corporation Action Plan

Sojitz Corporation has established the following action plan to promote women in the workplace in accordance with Japan's Act on Promotion of Women's Participation and Advancement in the Workplace.

With this action plan, Sojitz strives to increase the number of female employees in decision-making roles by strengthening the leadership pipeline through recruitment, training, and promotion of female employees and by creating an environment in which diverse employees can excel. In the 2030s, Sojitz aims to further expand development opportunities for female employees in order to create an equitable workplace in which talent allocation is based on an individual's capabilities for a role as opposed to gender-based preconceptions. Through these efforts, Sojitz aims to promote greater autonomy among female employees so that they can further grow and excel.

Action Plan Period: April 1, 2024 – March 31, 2027 (3 years)

### 1. Continue to Build and Strengthen a Pipeline to Increase the Ratio of Female Employees in Management

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| (Target Goal) | <ul style="list-style-type: none"> <li>• Raise the recruitment ratio for women hired to career-track positions among new college graduates to above 40% annually during the action plan period</li> <li>• Increase the recruitment ratio of female new college graduates and female mid-career hires to 50% annually during the action plan period</li> <li>• Increase the percentage of women in management positions by 15% (from 6.4% to over 7.3%) by FY2026</li> <li>• Increase the percentage of women in manager positions to 20% (FY2026), and eventually to 50% in the 2030s</li> <li>• Increase percentage of female employees overall in the 2030s</li> </ul> |
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(Initiative 1) Strengthen female recruitment among new college graduates and mid-career hires

(Initiative 2) Each of Sojitz's business divisions will formulate and carry out employee developmental plans and goals using a medium- to long-term perspective

(Initiative 3) Expand the scope of responsibility for female employees in management positions

- Provide opportunities for female employees through overseas assignments and appoint females employees to executive officer positions at Group Companies in Japan and abroad

### 2. Provide Growth Opportunities to Expand Career Paths for Employees

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| (Target Goal) | <ul style="list-style-type: none"> <li>• Increase the percentage of employees on secondment to Group companies both in Japan and overseas to 25% by FY2026</li> </ul> |
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(Initiative 1) Develop experienced leaders and encourage challenge-taking via high-level assignments

- Employ career rotations for employees to gain experience in management positions outside Tokyo HQ, as well as in multiple fields and roles

- Support career rotations by providing childcare support both in Japan and overseas
- (Initiative 2) Establish initiatives to promote autonomy in employees' career paths
- Mentor program
- (Initiative 3) Accelerate employee's career progression by providing growth opportunities
- Actively dispatch young female career-track employees to Group companies and on the overseas trainee program
- (Initiative 4) Enable employees to change from the administrative to the career track

### 3. Create a Working Environment that Leverages the Strengths of Diverse Employees

- (Target Goal)
- Reduce the number of employees exceeding 80 hours of overtime per month to 0 annually during the action plan period
  - Reach targets for 100% usage of both parental and paid leave systems annually during the action plan period

- (Initiative 1) Foster an open corporate environment by shifting management mindsets
- Hold 360-degree reviews and unconscious bias training
- (Initiative 2) Reduce hours of overtime and promote usage of annual paid leave
- (Initiative 3) Provide support systems that enable both parents to continue to work and raise children
- Encourage employees to avail Sojitz's equal parental leave system for male and female employees
  - Operate systems that allow employees to implement flexible workstyles (such as telework and super flex)
  - Create employee continuity plans to secure operations when employees take leave
- (Initiative 4) Promote healthcare management
- Support female health (support for health issues at every life stage such as menopause)