

Corporate Profile

Sojitz Corporation

Advancing Towards Sojitz's Next Stage

This fiscal year, Sojitz will embark on the second year of Medium-term Management Plan 2026 – Set for Next Stage –, which is characterized by doubled corporate value. To achieve this objective, we cannot simply extend our existing approach. Rather, we must continuously review our value and functions to transform and strengthen Sojitz's business models. It is imperative that we pursue new value creation in accordance with the Sojitz Group slogan of "New way, New value," and I strongly believe that this approach will expedite our ascent to a new stage.

For existing business fields where Sojitz possesses a competitive advantage and unique capabilities, we will connect the dots of business in these areas for further expansion to build revenue-generating clusters of business (Katamari). Today, Sojitz carries on the spirit of its century-old predecessor companies in its DNA, which is defined by core values such as the ability to forecast society's diverse needs and to transform change into opportunity. If each employee adopts a self-driven and proactive mindset based on Sojitz's DNA, we can continue on the path towards realizing the Sojitz Growth Story.

While we see rapid changes to the operating environment including accelerating digitalization and increasing geopolitical risks, we will boldly take on new challenges with speed as we work together with our stakeholders to elevate Sojitz to the Next Stage.

Kosuke Uemura

Representative Director, President & CEO



Corporate Statement

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

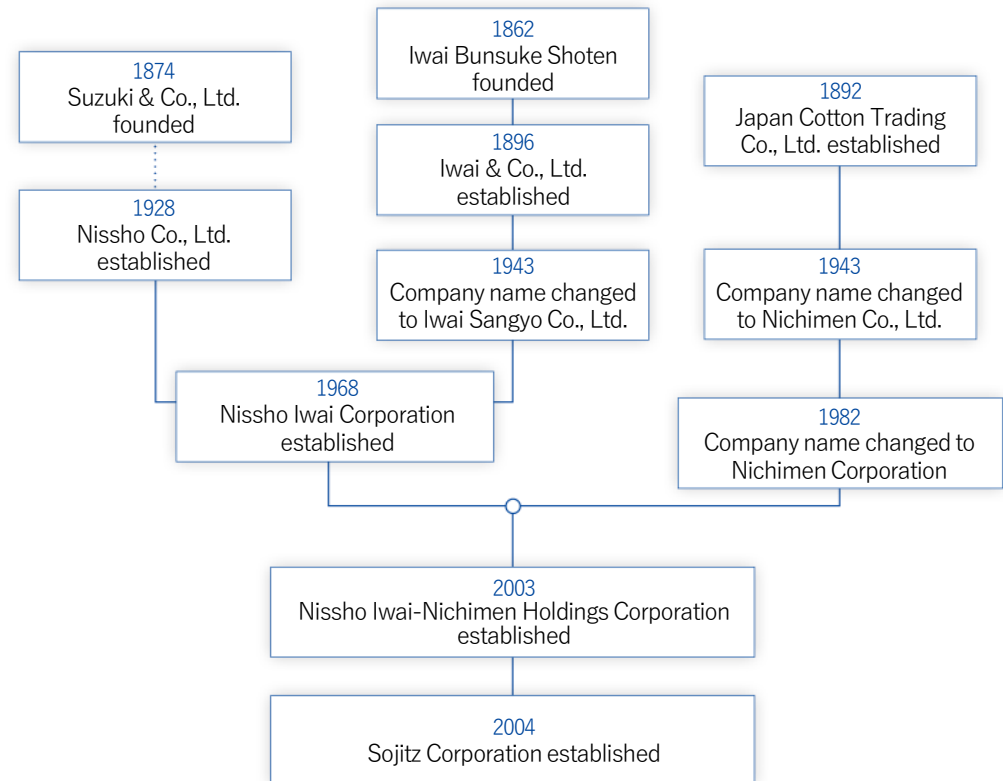
Sojitz Group Slogan

New way, New value

Sojitz Guiding Principles

1. *Trust*: Build enduring trust.
2. *Innovation*: Innovate with foresight.
3. *Speed*: Strive for speed.
4. *Challenge*: Take calculated risks.
5. *Perseverance*: Persevere until successful.

Sojitz Corporation was formed out the union of Nichimen Corporation and Nissho Iwai Corporation, both companies that boast incredibly long histories. For more than 160 years, our business has helped support the development of countless countries and regions. Today, the Sojitz Group consists of approximately 500 subsidiaries and affiliates located in Japan and throughout the world, developing wide-ranging general trading company operations in a multitude of countries and regions.



Performance and Operating Bases (As of March 31, 2025)

Total assets

¥**3.1** trillion

Number of Branches & Offices

89

Number of Subsidiaries and Affiliates

469

Number of Employees

27,604

Domestic: **5** (Including the Head Office)

Domestic: **132**

Non-consolidated: **2,486**

Overseas: **84**

Overseas: **337**

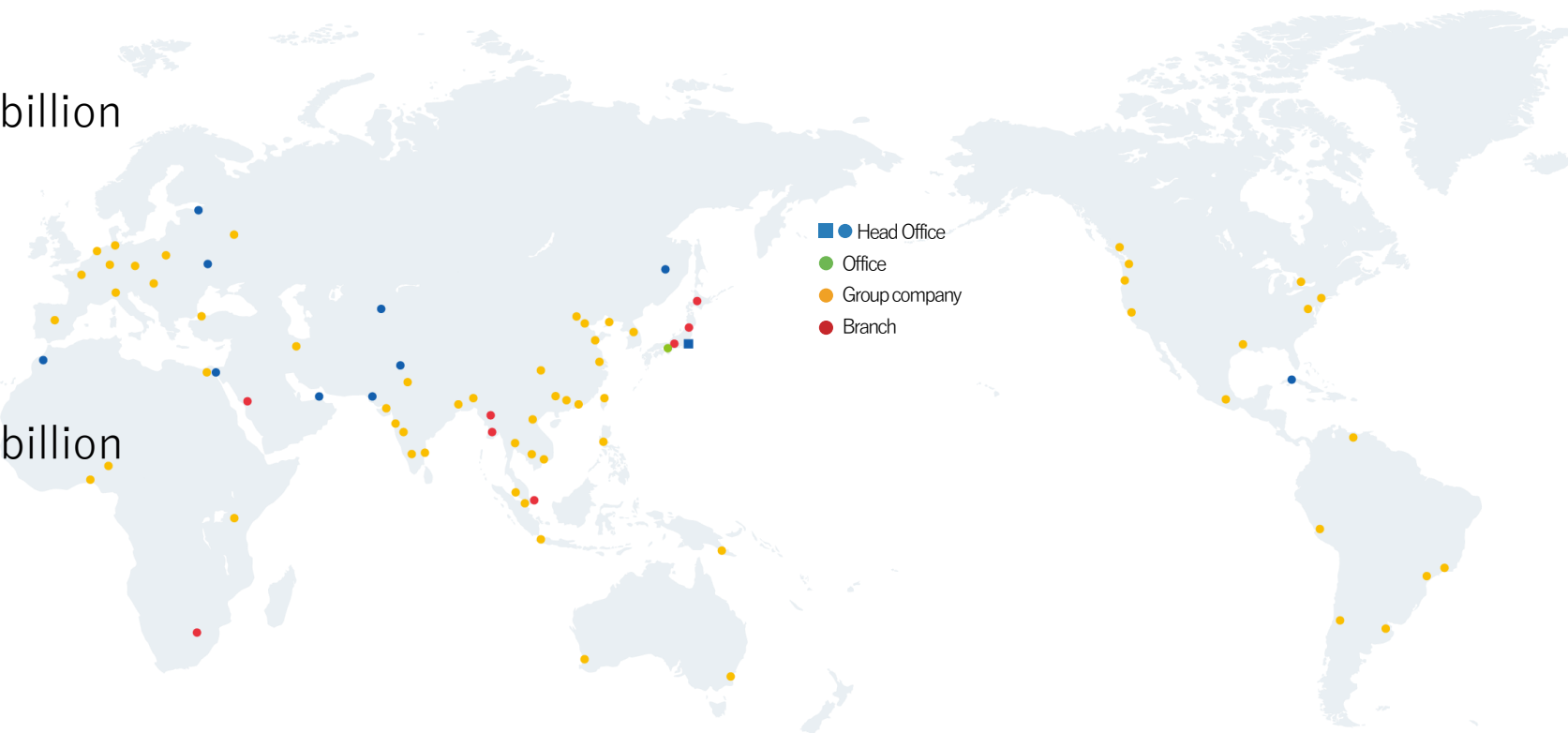
Consolidated: **25,118**

Total equity

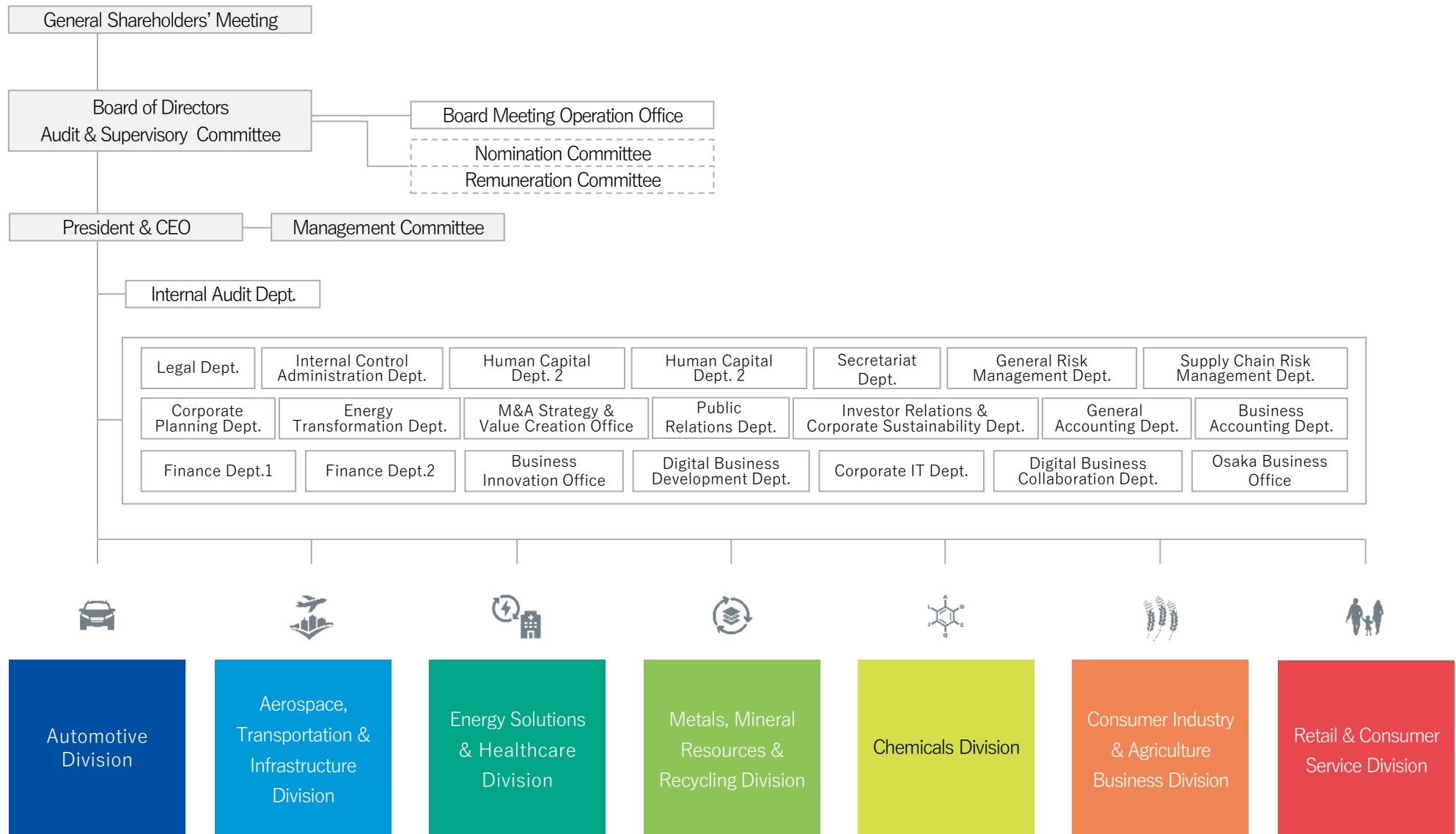
¥**969.0** billion

Profit for the year

¥**110.6** billion



Organization Chart (As of April 1, 2025)





Automotive Division

With automotive assembly and wholesale and retail sales as its core businesses, the Automotive Division develops its operations in growing markets, such as Asia, Latin America, and Eastern Europe, as well as in mature markets, such as Japan and the United States. In addition, this division is actively enhancing its auto-financing business while developing automotive-related services that meet the needs of the changing times.

Major Businesses

- Distributor Business
- Dealership Business
- Auto-Financing Business
- Service Business



Aerospace, Transportation & Infrastructure Division

The Aerospace, Transportation & Infrastructure Division operates businesses in social infrastructure and acts as a sales consultant for commercial aircraft and defense systems and aircraft leasing, in addition to handling business jet and aircraft services, airport and industrial park management, industrial infrastructure and urban development, railway infrastructure, railcar MRO services, freight car leasing, and a range of marine vessel businesses.

Major Businesses

- Commercial Aircraft Sales Consultant Business and Aircraft Asset Business
- Business Jet Business
- Defense Business
- Transportation Business
- Airport Management Business
- Marine Vessel Business
- Industrial and Urban Infrastructure Business





Energy Solutions & Healthcare Division

In the field of energy, we will create and operate businesses related to renewable energy, energy saving and energy transition. Meanwhile, in the field of healthcare, we will create and operate medical services and related businesses. The Energy Solutions & Healthcare Division aims to provide solutions to social issues such as decarbonization, population growth, and aging.

Major Businesses

- Infrastructure/PPP Business (Energy, Healthcare, and Other Projects)
- Energy Solutions Business
- Renewable Energy Business
- Downstream Energy Business
- Healthcare Business



Metals, Mineral Resources & Recycling Division

In addition to upstream investment and trading in metal resources and ferrous materials, the Metals, Mineral Resources & Recycling Division is engaged in recycling and business development in other circular economy fields to build a specialized supply chain that provides new value to society.

Major Businesses

- Coking Coal and Steel Products Business
- Metal Resource Business
- Circular Economy Business
- Business that Respond to Social Needs





Chemicals Division

The Chemicals Division conducts a wide variety of trading and businesses, ranging from basic chemicals, such as methanol, to functional materials focusing on plastic resins as well as inorganic chemicals like industrial salts and rare earths. We are also developing businesses in the environmental and life science fields to contribute to building a low-carbon, recycling-oriented society.

Major Businesses

- Environment and Life Science Business
- Rare Earths Business
- Industrial Salt Business
- Methanol Business
- C5 and Petroleum Resin Business
- Plastic Resin Business (Sojitz Pla-Net Corporation, Pla Matels Corporation)
- SBR Latex and ABS Resins Business (Nippon A & L Inc.)



Consumer Industry & Agriculture Business Division

With the objectives of contributing to sustainable production and consumption, the Consumer Industry & Agriculture Business Division is developing operations in the fields of agribusiness, foodstuffs, animal feed, livestock, forest products, and regional economic development.

Major Businesses

- Fertilizer Manufacturing Business
- Animal Feed and Livestock Business
- Agriculture and Regional Revitalization Business
- Biomass Fuel Business
- Building Material Business
- Paper Manufacturing Business





Retail & Consumer Service Division

The Retail & Consumer Service Division is focused on a diverse range of businesses that respond to consumer needs both in Japan and overseas. These businesses include food distribution, aquaculture and livestock, consumer goods distribution, shopping center management, and real estate. At the same time, this division is enhancing its retail digital transformation and marketing functions.

Major Businesses

- Retail Business
- Food Distribution Business, Marine Products and Livestock Business
- Shopping Center Management Business, Domestic Real Estate Business



Overview of Initiatives for Value Creation

Market-Oriented Initiatives



Sojitz entered into the domestic business jet market through acquisition of Japcon Inc. and Okayama Air Service Co., Ltd. and now offers comprehensive business jet services for both domestic and international flights.

Collaboration



Sojitz acquired full ownership of marine food processing company The Marine Foods Corporation. Sojitz will leverage Marine Foods' management resources and collaborate with Royal Holdings Co., Ltd. in order to expand its B2C businesses both in Japan and internationally.

Regional Economic Development



Sojitz signed a comprehensive agreement with Kawaminami, Miyazaki Prefecture with the aim of achieving sustainable agriculture and a more energized local community through initiatives such as smart agriculture and the use of biomass energy.

Digital Transformation Initiatives



Sojitz formed a business alliance with infiniteloop Co., Ltd. and has developed "Auto VR," an automobile sales negotiation tool that utilizes virtual reality (VR).

Business Overview (Details)



Automotive Division

We will strengthen the functions in automobile sales as a core business, build business bases in new fields, and ultimately contribute to a prosperous mobility society.

Strengths

In operation for over 50 years in more than 50 countries

- Locally based sales and marketing force

Diverse human resources and global business management strategy

- Suitable frameworks and thoroughness in all the things
- Optimization by implementing best practices

Capabilities of investment execution and business development

- Experience and insights gained through extensive fieldwork
- Business asset portfolio that includes expansion into new business areas

Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Auto Group Japan Inc. (100%)
- Sojitz Automotive Group, Inc. (100%)
- Sojitz de Puerto Rico Corporation (100%)
- Silaba Motors S. A. (100%)
- Albert Automotive Holding Pty Ltd. (100%)

(As of March 31, 2025)

Consolidated subsidiaries 47

Equity-method associates 4

(As of March 31, 2025)



Distributor Business : Sojitz de Puerto Rico Corporation (Puerto Rico)

Business Overview (Details)



Aerospace, Transportation & Infrastructure Division

We will enhance business operations in sectors with predicted market growth, such as business jets, commercial aircraft, and defense systems. At the same time, we are focusing on businesses which act as platforms for collaboration inside and outside the company in transportation and social infrastructure, such as airport and industrial park management and urban development in emerging countries. In North America, we are optimizing cost-effectiveness and the life cycle of our transportation and social infrastructure businesses, such as our railway business.

Strengths

Experience in the aircraft sales business with more than 1,000 aircraft sold, accounting for the top market share in Japan

Creation of a co-creation platform (airports, industrial parks, urban development, railway)

One-stop business jet service that boasts the leading track record in Japan*

- Over 50 years of business experience in the aerospace and transportation fields
- Ability to collect and analyze information related to the aerospace industry, enabling us to develop an understanding of the needs and issues of aircraft manufacturers, airlines, leasing companies, parts-related companies, and airport facilities companies
- Ability to supply and propose integrated transportation infrastructure solutions
- Ability to pursue synergy with other divisions in airport management business projects
- Over 25 years of experience in the development, sale, and management of industrial parks
- *Business jet business: No. 1 in completed transactions as sales consultant in Japan, No. 1 operator by fleet size in Japan, and No. 1 charter operator by fleet size in Asia

Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Aerospace Corporation (100%)
- Cad Railway Industries Limited (100%)
- Southwest Rail Industries Inc. (100%)
- Japcon Inc. (100%)
- Phenix Jet International, LLC (75%)

(As of March 31, 2025)

Consolidated subsidiaries 39

Equity-method associates 14

(As of March 31, 2025)



Sales Consultant for Commercial Aircrafts: Boeing 787-9

Business Overview (Details)



Aerospace, Transportation & Infrastructure Division

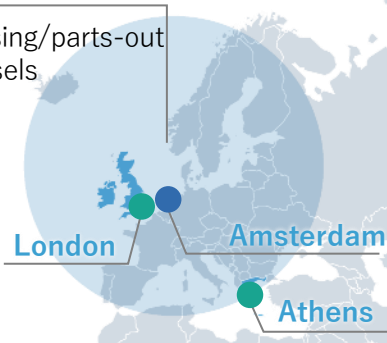
Business Map



Airport management business: Palau International Airport (Palau)

Europe

- Aircraft leasing/parts-out
- Marine vessels



Japan

- Aircraft sales agent (commercial/defense)
- Business jet services
- Airport management
- Marine vessels



North America

- Aircraft leasing/parts-out
- Business jet services
- Railcar MRO*2
- Railcar leasing



India

- Infrastructure railway EPC (*1)

Thailand

Asia/Pacific

- Aircraft leasing/parts-out
- Business jet services
- Airport management
- Marine vessels
- Urban infrastructure and industrial parks



- Aviation related business
- Transportation and social infrastructure business
- Marine vessel business

*1 Engineering, Procurement, and Construction
 *2 Maintenance, Repair, and Overhaul

Business Overview (Details)



Energy Solutions & Healthcare Division

We will continue to create resilient businesses and capable individuals by constantly pursuing and enhancing our unique competitive advantage at Sojitz.

Strengths

Local Network

Collaboration with promising partners and utilizing group companies' business foundation to bolster competitiveness

Business Development & Structuring Capability

Culture of new business development and robust investment track record

Expansion Capability

Integration of ideas and functions to expand business domains

Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Machinery Corporation (100%)
- LNG Japan Corporation (50%)
- McClure Company (96.25%)

(As of March 31, 2025)

Consolidated subsidiaries 73

Equity-method associates 33

(As of March 31, 2025)



Energy Solutions Business (Australia)

Business Overview (Details)



Energy Solutions & Healthcare Division

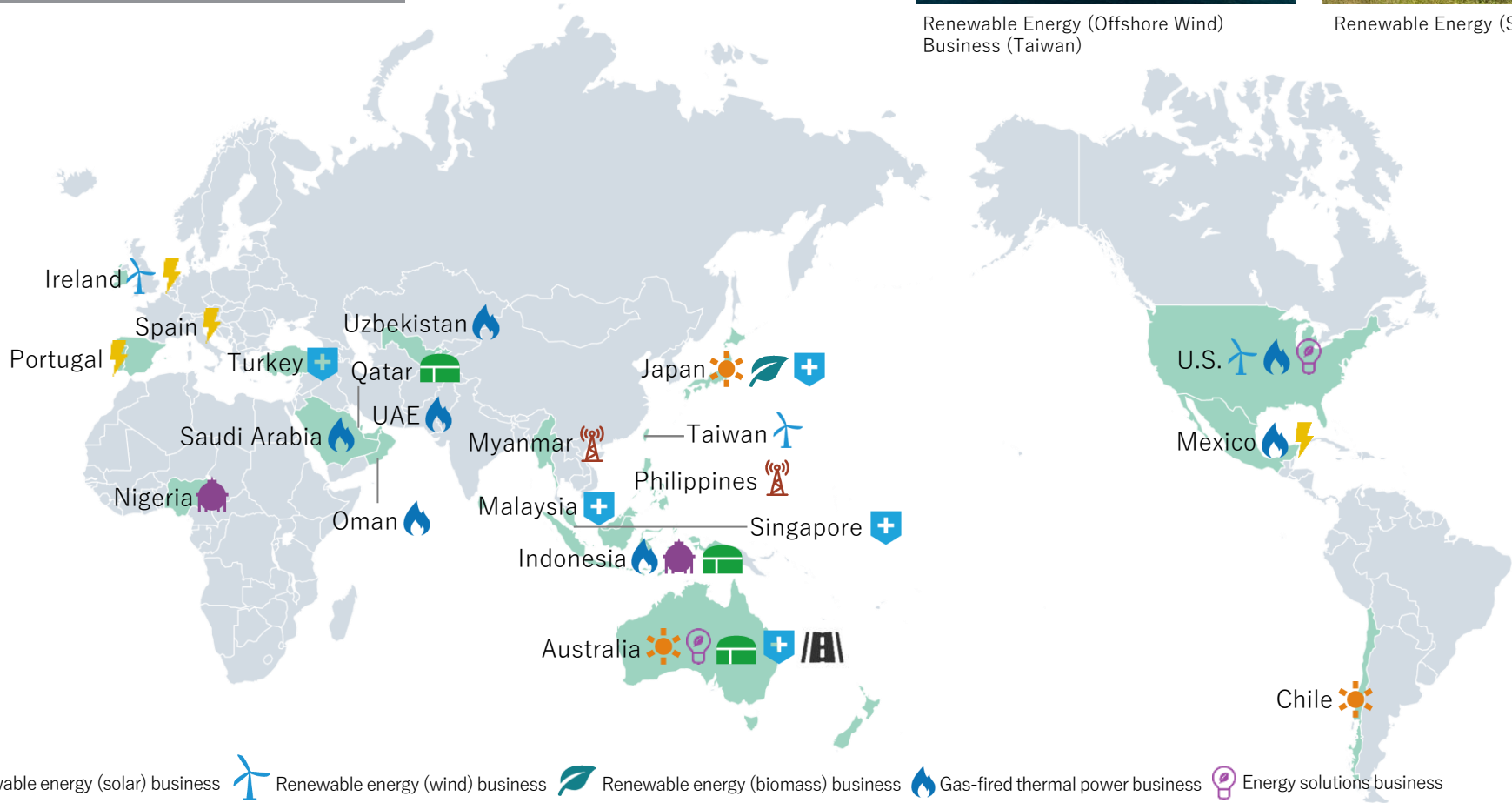
Business Map



Renewable Energy (Offshore Wind) Business (Taiwan)



Renewable Energy (Solar) Business



- Renewable energy (solar) business
- Renewable energy (wind) business
- Renewable energy (biomass) business
- Gas-fired thermal power business
- Energy solutions business
- Gas business
- LNG business
- Telecommunications tower business
- Healthcare business
- Electricity retail business
- Infrastructure/PPP business

Business Overview (Details)



Metals, Mineral Resources & Recycling Division

We see change as a business opportunity. Specifically, there are opportunities in the shift towards circular economies, decarbonization, and other methods to address society's needs as well as in the strategies to address geopolitical risks. We will transform our business portfolio to prioritize contributions for realizing a sustainable society.

Strengths

Sole general trading company with expertise in coal mine operations

Utilization of expertise acquired through our Australian coal mine operations to increase cost competitiveness

Stable earnings from businesses such as those of steel-based general trading company Metal One and niobium business CBMM

Stable increases in earnings from expanding businesses in growing markets and capturing new demand

Distinctive, rare resource offerings

Lineup of distinctive resource offerings including niobium*, chromium, and other rare metals as well as minerals like vermiculite and fluorspar, flexible and reliable supply chains, and development capabilities extending to anode materials and other new materials with significant future potential

* An additive used in the production of high-tensile and stainless steel for its ability to contribute to increased strength while reducing weight in materials for automotive applications

Main Subsidiaries and Associates (Equity Ownership)

- Metal One Corporation (40%)
- Sojitz Development Pty. Ltd. (100%)
- Sojitz Resources (Australia) Pty. Ltd. (100%)
- Japan Alumina Associates (Australia) Pty. Ltd. (50%)

(As of March 31, 2025)

Consolidated subsidiaries 20

Equity-method associates 12

(As of March 31, 2025)



Niobium Business: CBMM (Brazil)

Business Overview (Details)



Metals, Mineral Resources & Recycling Division

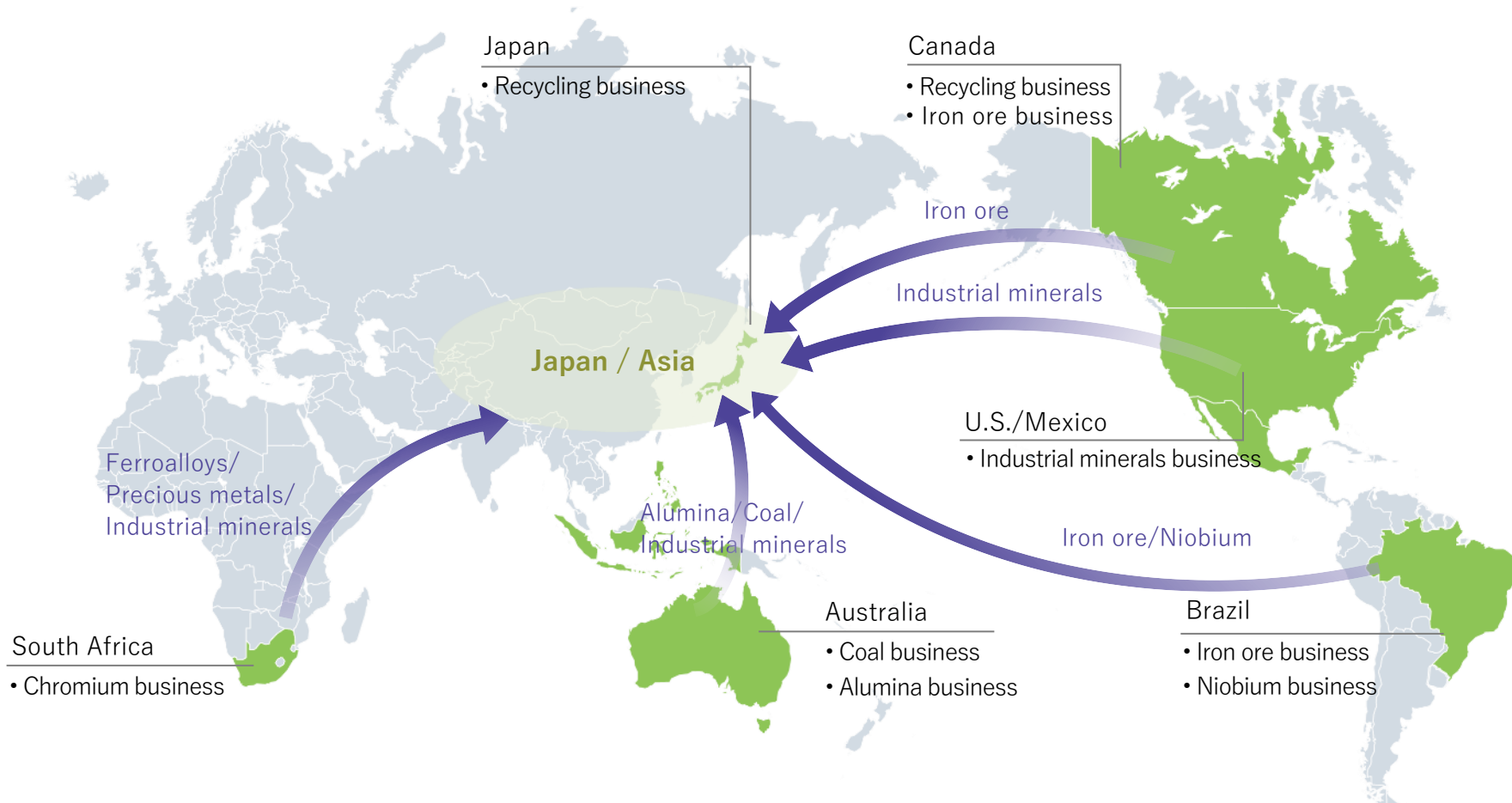
Business Map



DAC Devices



Products formed using 3D metal printer : JAMPT Corporation (Japan)



Business Overview (Details)



Chemicals Division

We will realize sustainable growth both by strengthening the trade business to counteract supply chain disruptions and by creating next-generation businesses that align with a low-carbon, environmentally friendly society.

Strengths

Customer base of over 5,000 companies

Wide variety of products and materials

Ability to make proposals in response to the changing business environment

- Wide variety of products, materials, and business proposal capabilities for upstream, midstream, and downstream areas
- Extensive customer network of over 5,000 companies around the world
- Top-level business scale and name recognition among general trading companies
- Operational know-how accumulated through gas chemical business
- Plastic resin business with a global sales and procurement network
- Business expertise in the C5* and petroleum resin business value chain
- Large share and stable supply of Indian-sourced industrial salt in the Asian market

*C5 Fraction produced as a co-product of naphtha cracking that is used as a raw material for synthetic rubber and plastic resin

Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Pla-Net Corporation (100%)
- PT. Kaltim Methanol Industri (85%)
- Metton America, Inc. (100%)
- Cymetech Corporation (100%)

(As of March 31, 2025)

Consolidated subsidiaries 19

Equity-method associates 9

(As of March 31, 2025)



C5 and Petroleum Resin Business: Cymetech Corporation, Metton America (U.S.)

Business Overview (Details)

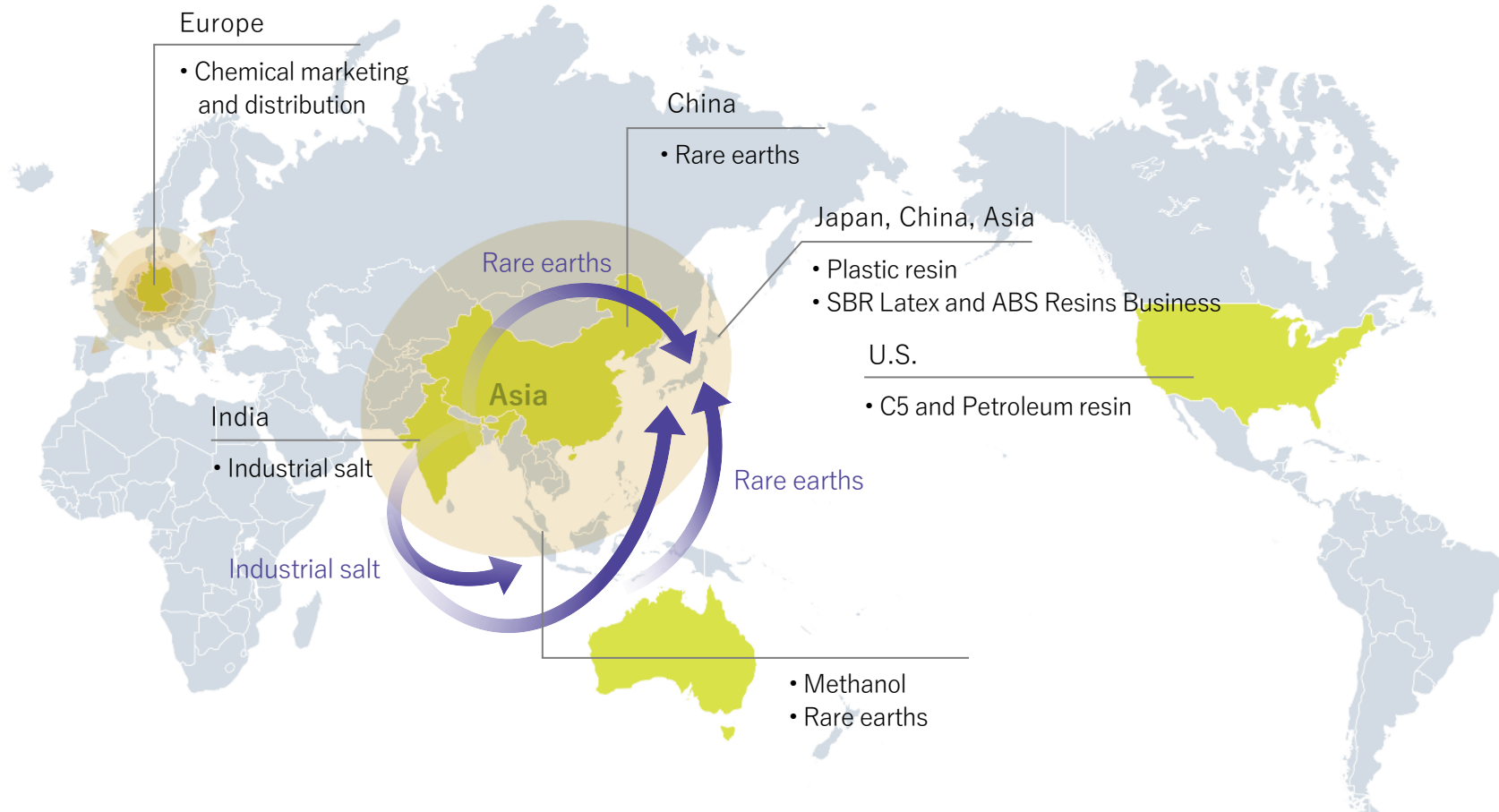


Chemicals Division

Business Map



Industrial Salt Business (India)



Business Overview (Details)



Consumer Industry & Agriculture Business Division

We are creating a prosperous new future by identifying business opportunities in decarbonization and growth markets in the Asia region, while aiming to provide solutions to social issues faced by local communities and society.

Strengths

Strong business foundation in Southeast Asia

Development of a wide range of businesses mainly in Southeast Asia, such as fertilizer production, feed production, grain port operation, flour milling, bakery products, confectioneries, building materials, afforestation, wood chips, paper-making, and biomass fuel procurement

Top-class share for compound chemical fertilizer in Southeast Asia

Establishment of a top-level market share in the production and sale of compound chemical fertilizer in Southeast Asia

Network for procuring diverse woody biomass resources

Participation in one of the largest biomass power plant projects in Japan, utilizing a stable woody biomass resource procurement network and development of a new biomass fuel source.

Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Building Materials Corporation (100%)
- Atlas Fertilizer Corporation (100%)
- Saigon Paper Corporation (97.7 %)
- Japan Vietnam Fertilizer Company (75%)
- Thai Central Chemical Public Company Limited (97.9%)

(As of March 31, 2025)

Consolidated subsidiaries 24

Equity-method associates 16

(As of March 31, 2025)



Fertilizer Manufacturing Business : Atlas Fertilizer Corporation (Philippines)

Business Overview (Details)

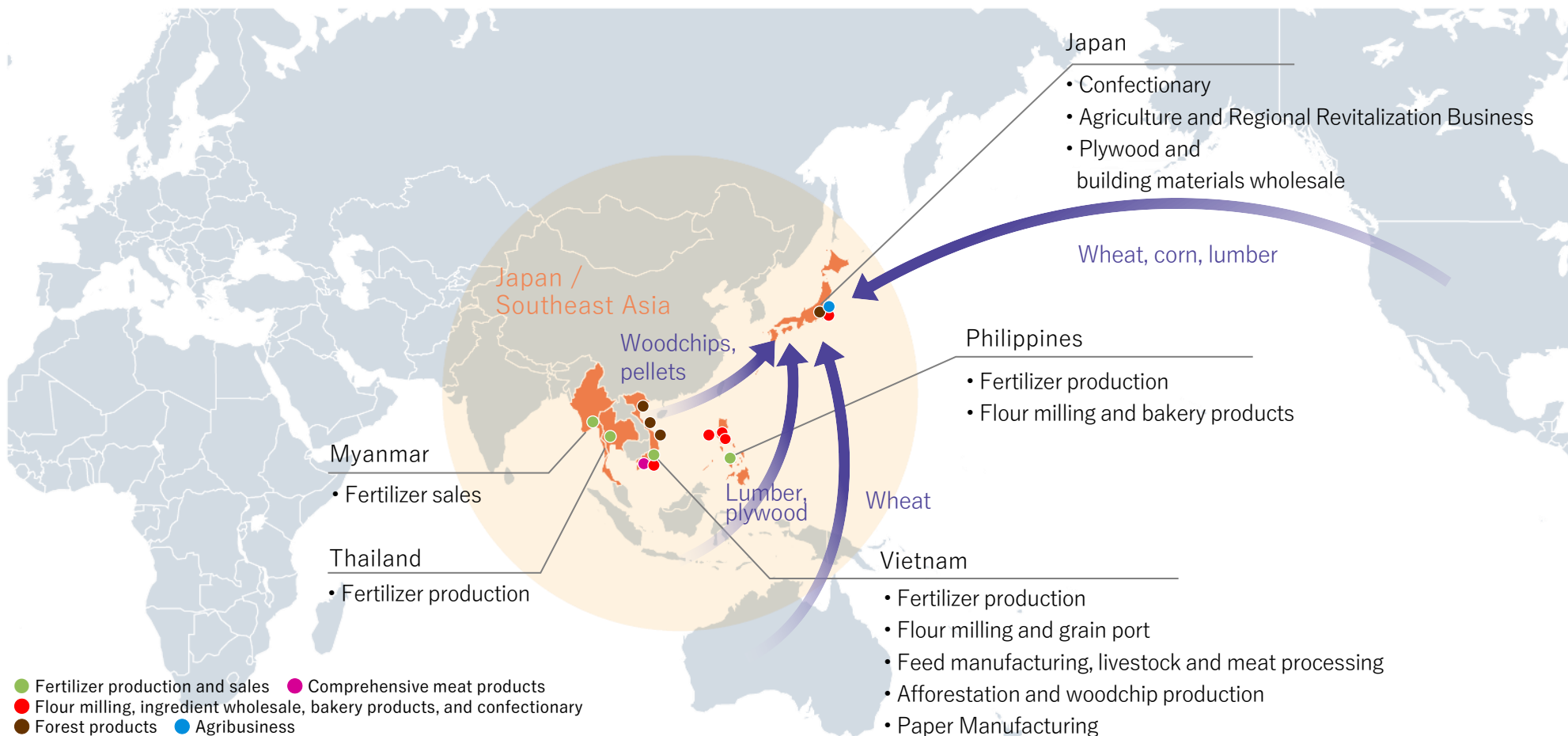


Consumer Industry & Agriculture Business Division

Business Map



Paper Manufacturing Business : Saigon Paper Corporation(Vietnam)



Business Overview (Details)



Retail & Consumer Service Division

We will continue to expand our diverse businesses around the world to enrich and bring convenience to people's lives.

Strengths

Network and customer bases established over many years

Business foundation in the marine products field that covers production, processing, and sales

Top-class position in market for North American beef imports to Japan

- Networks and customer bases established over many years throughout Asia
- Retail businesses developed to meet the needs of India and ASEAN countries based on their stage of development
- Supply base for food products and consumer goods matched to diversifying lifestyles
- Top market share in importing frozen North American beef to Japan
- Business foundation in the marine products field that covers production, processing, and sales
- Expertise in management and investment for increasing value of shopping centers

Main Subsidiaries and Associates (Equity Ownership)

- Sojitz Foods Corporation (100%)
- The Marine Foods Corporation (100%)
- TRY Inc. (100%)
- Sojitz Fashion Co., Ltd. (100%)

(As of March 31, 2025)

Consolidated subsidiaries 33

Equity-method associates 24

(As of March 31, 2025)



Supply chain business: Ministop (Vietnam)

Business Overview (Details)



Retail & Consumer Service Division

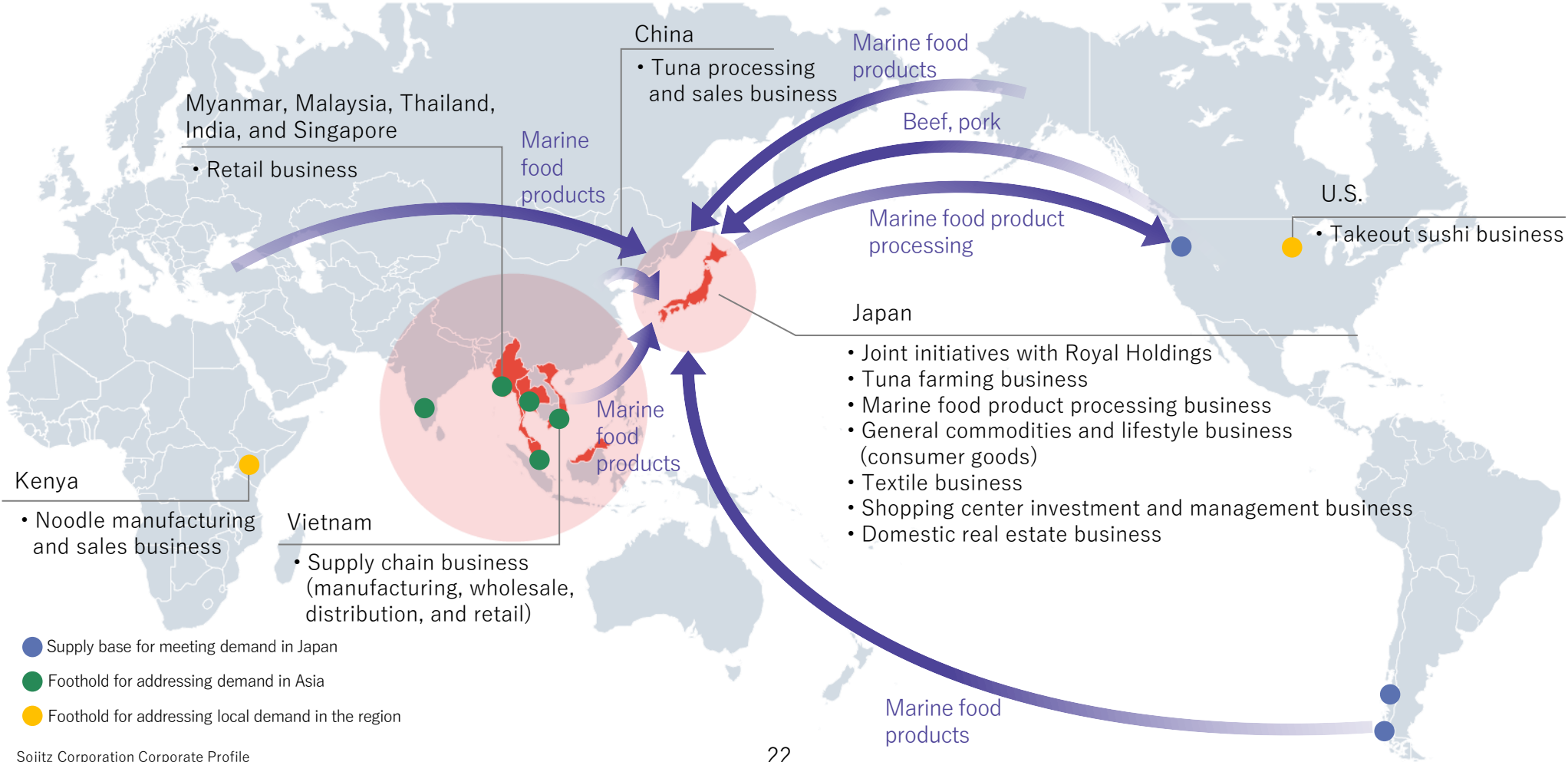
Business Map



Joint initiatives with Royal Holdings

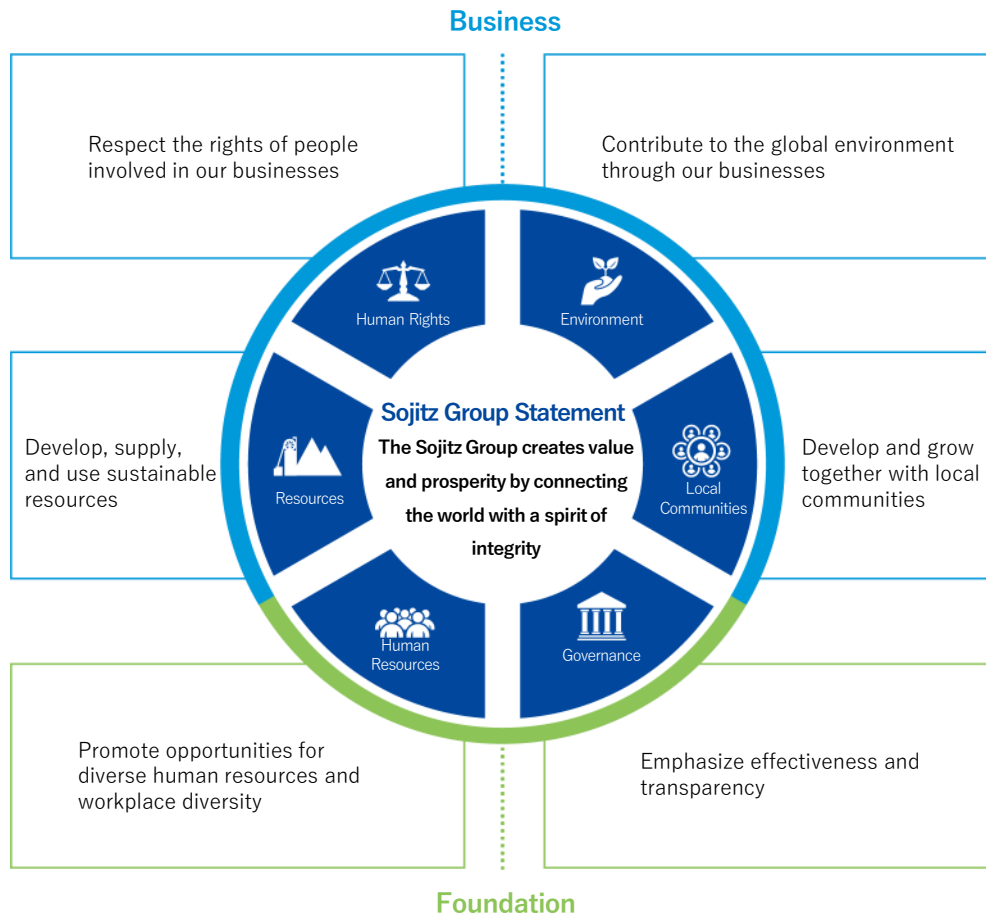


Marine food product processing business



Key Sustainability Issues (Materiality)

To continue creating two types of value in the future, Sojitz has determined 6 Key Sustainability Issues (Materiality) to focus on in its business over the medium- to long-term. Based on these issues, we are striving to integrate solutions to global environmental and social problems with our corporate activities and build systems for such integration.



Sustainability Challenge – Long-Term Vision for 2050

We aim to create sustainable growth for both Sojitz and society by working to help achieve a decarbonized society through our business activities, and by responding to human rights issues, including those within our supply chains.

Based on global issues such as the Paris Agreement and the United Nations Sustainable Development Goals (SDGs), we have announced the Sustainability Challenge aimed at realizing a decarbonized society and respecting human rights within our supply chains—two issues that have the potential to greatly impact the company.

Sojitz ESG BOOK

Information on Sojitz’s initiatives based on specific social problems can be found in the ESG Book section of the Sojitz website.

By providing solutions to social problems and turning these businesses into the company’s strengths, Sojitz aims to expand its business foundations and maximize two types of value—value for Sojitz and value for society.



https://www.sojitz.com/en/csr/sojitz_esg/



Corporate Profile (As of April 1, 2025)

Company Name	Sojitz Corporation
Established	April 1, 2003
Capitalization	160,339,000,000 yen
Representative	Kosuke Uemura Representative Director, President & CEO
Head Office	1-1, Uchisaiwaicho 2-chome, Chiyoda-ku, Tokyo 100-8691, Japan TEL: 81-3-6871-5000 FAX: 81-3-6871-2430
Number of Branches & Offices	Domestic 5 (Including the Head Office) (As of March 31, 2025) Overseas 84 (Ditto)
Number of Subsidiaries and Affiliates	Domestic 132 (As of March 31, 2025) Overseas 337 (Ditto)
Number of Employees	Non-consolidated 2,486 (As of March 31, 2025) Consolidated 25,118 (Ditto)
Main Businesses	Sojitz Group is engaged in a wide range of businesses globally, including manufacturing, selling, importing, and exporting a variety of products, in addition to providing services and investing in diversified businesses, both in Japan and overseas. Sojitz operates with a 7-division structure comprising the Automotive Division; the Aerospace, Transportation & Infrastructure Division; the Energy Solutions & Healthcare Division; the Metals, Mineral Resources & Recycling Division; the Chemicals Division; the Consumer Industry & Agriculture Business Division; and the Retail & Consumer Service Division.
Stock Exchange Listings	Tokyo Stock Exchange

Evaluation by Society (As of May 1, 2025)



