



# **Financial Results**

## **for the First Quarter Ended June 30, 2023 [IFRS]**

**August 1, 2023**  
**Sojitz Corporation**

### Caution regarding Forward-looking Statements and Original Language

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 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.

The Company has no responsibility for any possible damages arising from the use of information on this material, nor does the Company have any obligation to update these statements

This document is an English language translation of the materials originally written in Japanese. In case of discrepancies, the Japanese version is authoritative and universally valid.

### Notes

- **“Profit for the period / year attributable to owners of the Company”** is described as **“Profit for the period / year.”**
- **“Total equity”** refers to **“Total equity attributable to owners of the Company”** and is used as the denominator when calculating **“Net D/E ratio”** and the numerator when calculating **“Equity ratio”**.
- **“Selling, general and administrative expenses”** is referred to as **“SG&A expenses.”**
- **“Medium-term Management Plan 2023.”** is referred to as **“MTP2023”**. The same applies to **“MTP2020”** and **“MTP2017”**.
- **“Core operating cash flow”** = Cash flow after deducting changes in working capital from operating cash flows calculated for accounting purposes
- **“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.)
- **“Shareholder Returns”** = include acquisitions of treasury stock.

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# **Financial Results for the First Quarter and Full Year Forecast of Fiscal Year Ending March 31, 2024 [IFRS]**

- Profit down due to deterioration in coal market conditions, decreases in commodity prices, and rebounds from one-time contributions recorded in previous year. Around 25% achieved against forecast
- Generation of profits accompanied by cash with solid core operating cash flow
- Performance more or less in line with forecast, no change to full-year forecast

| (BN JPY)                          | FY22 Q1  | FY23 Q1   | Difference | FY23 Forecast   |
|-----------------------------------|--|---|------------|---|
| <b>Profit for the period/year</b> | 45.2   | <b>22.1</b><br><small>Achieved against forecast 23%</small>                     | (23.1)     | <b>95.0</b>   |
| <b>Core operation cash flow</b>   | 61.0   | <b>35.2</b>   | (25.8)     | <b>115.0</b>  |
| <b>PBR (Times)</b>                | 0.55<br><small>Stock price ¥1,921<br/>as of the end of Jun. 2022</small> | <b>0.83</b><br><small>Stock price ¥3,177<br/>as of the end of Jun. 2023</small> | +0.28      | <b><u>KPI 1.0x or above</u></b>   |
|                                   |  |   |            | <b>ROE</b> <b>11.1%</b>   |
|                                   |  |   |            | <b>ROA</b> <b>3.5%</b>  |
|                                   |  |   |            | <b>Dividends</b> <b>¥130</b><br><small>Interim ¥65 / Year-end ¥65</small> |

# Summary of Profit or Loss

|  | FY22 Q1 | FY23 Q1       | Difference | Main Factors  | FY23 Forecast  | Achieved   |
|--|---------|---------------|------------|---|----------------|------------|
| (BN JPY)   |         |               |            |   |                |            |
| <b>Revenue</b>   | 618.5   | <b>556.0</b>  | (62.5)     | Metals, Mineral Resources & Recycling (36.8)<br>Consumer Industry & Agriculture Business (24.2)               | -              | -          |
| <b>Gross profit</b>  | 96.9    | <b>72.7</b>   | (24.2)     | Metals, Mineral Resources & Recycling (21.5)<br>Consumer Industry & Agriculture Business (2.5)                | <b>320.0</b>   | <b>23%</b> |
| <b>SG&amp;A expenses</b>   | (51.5)  | <b>(55.5)</b> | (4.0)      | Increased due to acquisition of new consolidated subsidiaries, etc.   | <b>(230.0)</b> | -          |
| <b>Other income/expenses</b>   | 3.3     | <b>4.8</b>    | +1.5       | FY22 : Telecommunications tower operating business<br>FY23 : Processing and sale of frozen tuna company       | <b>5.0</b>     | -          |
| <b>Financial income/costs</b>  | 1.2     | <b>(0.7)</b>  | (1.9)      |   | <b>(15.0)</b>  | -          |
| <b>Share of profit (loss) of investments accounted for using the equity method</b> | 10.6    | <b>8.6</b>    | (2.0)      | Steel trading company, etc.   | <b>45.0</b>    | -          |
| <b>Profit before tax</b>   | 60.5    | <b>29.9</b>   | (30.6)     |   | <b>125.0</b>   | <b>24%</b> |
| <b>Profit for the period/year</b>  | 45.2    | <b>22.1</b>   | (23.1)     |   | <b>95.0</b>    | <b>23%</b> |
| <b>Core earnings</b>   | 56.6    | <b>24.7</b>   | (31.9)     |   | <b>120.0</b>   | -          |
| <b>Major One-time Gain/Loss</b>  | 4.2     | <b>(1.5)</b>  | (5.7)      |   |                |            |
| Non-Resource   | 4.1     | (1.5)         | (5.6)      | FY22 : Gain on sales of telecommunications tower operating business, etc.<br>FY23 : Loss in Chemical Division |                |            |
| Resource   | 0.1     | 0.0           | (0.1)      |   |                |            |

# Summary of Balance Sheet

| (BN JPY)  | Mar. 31,<br>2023 | Jun. 30,<br>2023 | Difference |
|---|------------------|------------------|------------|
| <b>Assets(current/non-current)</b>                          | <b>2,660.8</b>   | <b>2,763.1</b>   | +102.3     |
| Cash and cash equivalents                                   | 247.3            | <b>245.5</b>     | (1.8)      |
| Trade and other receivables                                 | 794.9            | <b>773.0</b>     | (21.9)     |
| Inventories   | 281.0            | <b>304.2</b>     | +23.2      |
| Goodwill  | 85.7             | <b>106.0</b>     | +20.3      |
| Tangible fixed assets/Intangible assets/Investment property | 274.3            | <b>304.8</b>     | +30.5      |
| Investments accounted for using the equity method           | 689.7            | <b>698.6</b>     | +8.9       |
| Other current/non-current assets                            | 287.9            | <b>331.0</b>     | +43.1      |
| <b>Liabilities(current/non-current)</b>                     | <b>1,784.2</b>   | <b>1,857.3</b>   | +73.1      |
| Trade and other payables                                    | 579.3            | <b>566.9</b>     | (12.4)     |
| Bonds and borrowings  | 883.7            | <b>944.6</b>     | +60.9      |
| Other current/non-current liabilities                       | 321.2            | <b>345.8</b>     | +24.6      |
| <b>Total equity</b>   | <b>876.6</b>     | <b>905.8</b>     | +29.2      |
| Total equity attributable to owners of the Company          | 837.7            | <b>864.9</b>     | +27.2      |

## Main Factors

### Trade and other receivables

- Decreased due to aircraft-related transactions

### Inventories

- Increased due to acquisition of new consolidated subsidiaries, etc.

### Goodwill

- Increased due to acquisition of new consolidated subsidiaries and foreign exchange rates

### Intangible assets

- Increased due to acquisition of new consolidated subsidiaries and foreign exchange rates

### Bonds and borrowings

- Increased due to new borrowings and foreign exchange rates

### Total Equity attributable to owners of the Company

- Profit for the period +22.1
- Dividends paid (15.1)
- Share repurchase (13.9)
- Increased due to foreign exchange rates

| (BN JPY)                           | Mar. 31,<br>2023 | Jun. 30,<br>2023 | Difference | FY23<br>Forecast |
|------------------------------------|------------------|------------------|------------|------------------|
| <b>Total Assets</b>                | <b>2,660.8</b>   | <b>2,763.1</b>   | +102.3     | <b>2,750.0</b>   |
| <b>Total Equity</b>                | <b>837.7</b>     | <b>864.9</b>     | +27.2      | <b>870.0</b>     |
| <b>Equity Ratio</b>                | <b>31.5%</b>     | <b>31.3%</b>     | (0.2) %    | <b>31.6%</b>     |
| <b>Gross interest-bearing debt</b> | <b>883.7</b>     | <b>944.6</b>     | +60.9      | -                |
| <b>Net interest-bearing debt</b>   | <b>629.4</b>     | <b>687.8</b>     | +58.4      | <b>650.0</b>     |
| <b>NET DER(Times)</b>              | <b>0.75</b>      | <b>0.80</b>      | +0.05      | <b>0.75</b>      |
| <b>Risk Assets</b>                 | <b>490.0</b>     | -                | -          | -                |
| (vs. Total Equity, Times)          | 0.6              | -                | -          | -                |
| <b>Current ratio</b>               | <b>162.0%</b>    | <b>153.8%</b>    | (8.2) %    | -                |
| <b>Long-term debt ratio</b>        | <b>81.0%</b>     | <b>74.8%</b>     | (6.2) %    | -                |

# Summary of Cash Flow

| (BN JPY)                     | FY22 Q1 | FY23 Q1     | Difference |
|------------------------------|---------|-------------|------------|
| CF from operating activities | 38.1    | (13.8)      | (51.9)     |
| CF from investing activities | (21.4)  | 24.0        | +45.4      |
| FCF                          | 16.7    | <b>10.2</b> | (6.5)      |
| CF from financing activities | (43.7)  | (19.6)      | +24.1      |
| Core operating CF            | 61.0    | 35.2        | (25.8)     |
| Core CF                      | 29.7    | (21.3)      | (51.0)     |

## Main Factors

### CF from operating activities

- Increased in working capital
- Dividend received from Equity-method associates  
FY22 Q1 :¥14.3bn FY23 Q1 : ¥19.2bn

### CF from investing activities

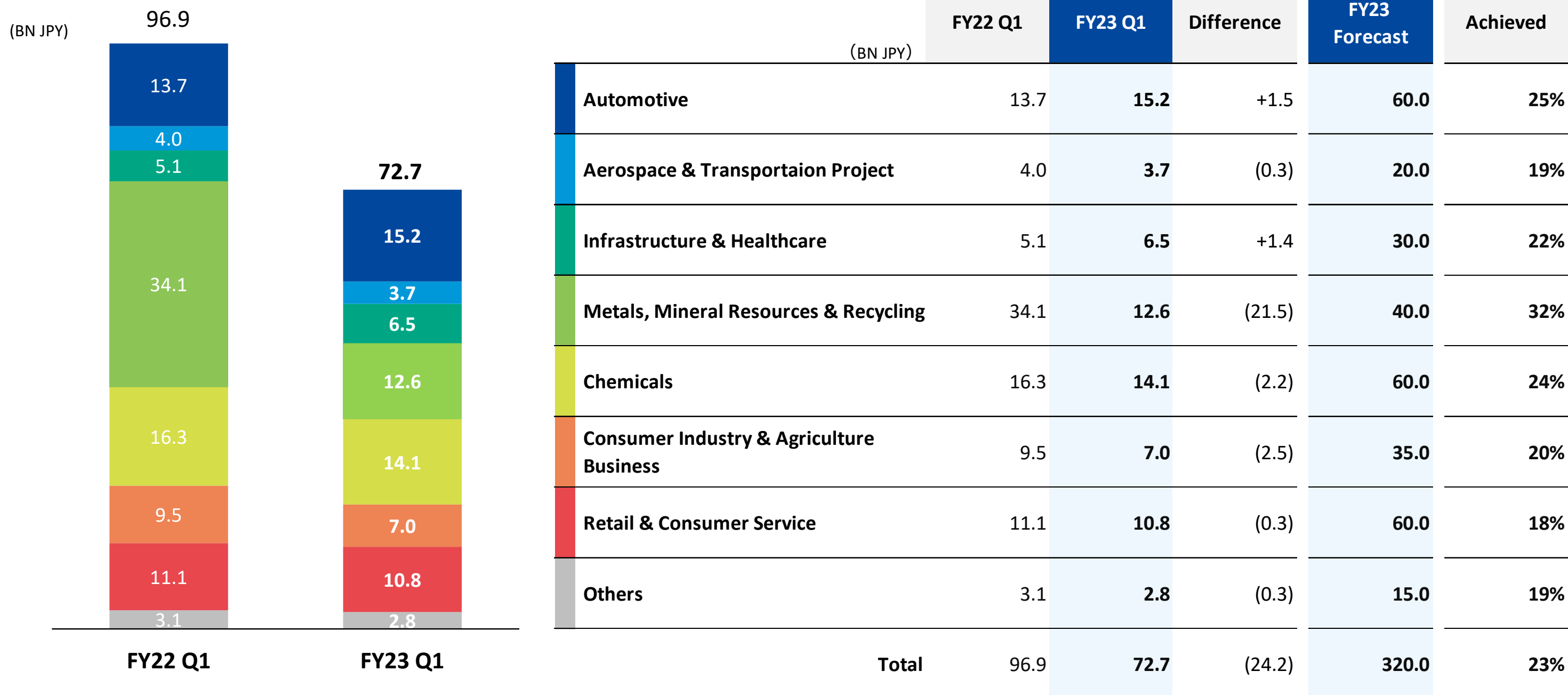
- Inflows from aircraft-related transactions
- Outflows for new acquisition of the processing and sale of frozen tuna company and energy conservation business in Australia

### CF from financing activities

- Outflows for payment of dividends and share repurchase



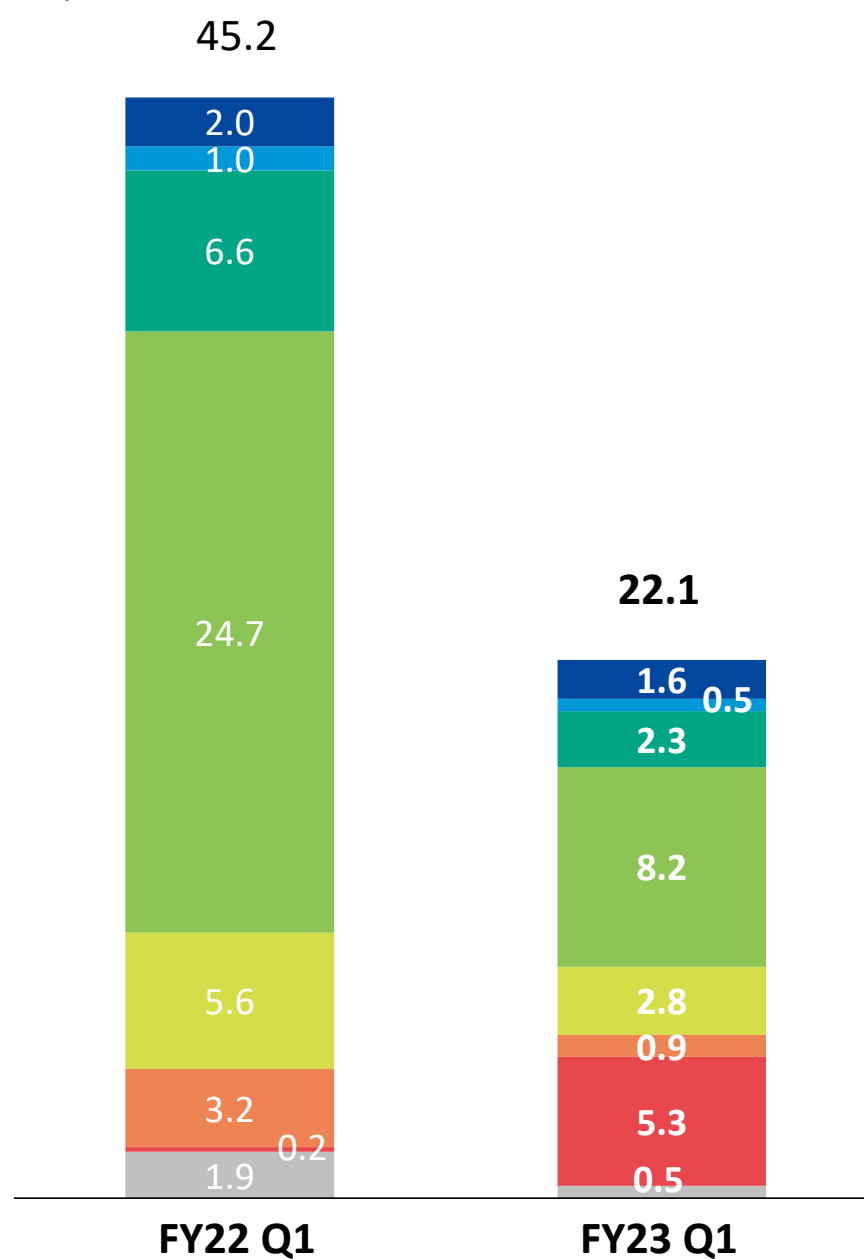
# Summary of Gross Profit by segment



Note: Effective April 1, 2023, Sojitz Group reorganized several segments and changed its reporting figures for FY2022 Q1.

# Summary of Profit by segment

(BN JPY)



|  | FY22 Q1     | FY23 Q1     | Difference    | Main Factors   |
|--|-------------|-------------|---------------|--|
| Automotive                               | 2.0         | 1.6         | (0.4)         | Decreased due to withdrawal from distributorship businesses in Thailand  |
| Aerospace & Transportation Project       | 1.0         | 0.5         | (0.5)         | Decreased due to lower aircraft-related transactions   |
| Infrastructure & Healthcare              | 6.6         | 2.3         | (4.3)         | Decreased due to absence of gain on partial sale of equity in telecommunications tower operating business in the previous year |
| Metals, Mineral Resources & Recycling    | 24.7        | 8.2         | (16.5)        | Decreased due to decreases in coal prices  |
| Chemicals                                | 5.6         | 2.8         | (2.8)         | Decreased due to decreases in commodity prices and one-time losses   |
| Consumer Industry & Agriculture Business | 3.2         | 0.9         | (2.3)         | Decreased due to decreases in sales prices of fertilizer business and building material business                               |
| Retail & Consumer Service                | 0.2         | 5.3         | +5.1          | Increased due to recovery in domestic retail business and negative goodwill recorded in association with on a new investment   |
| Others                                   | 1.9         | 0.5         | (1.4)         |  |
| <b>Total</b>                             | <b>45.2</b> | <b>22.1</b> | <b>(23.1)</b> |  |

Note: Effective April 1, 2023, Sojitz Group reorganized several segments and changed its reporting figures for FY2022 Q1.

# FY23 Forecast Profit for the Year by Segment

|   | (BN JPY) | FY23 Q1 | FY23 Forecast | Achieved | Progress Overview  |
|---|----------|---------|---------------|----------|--|
| <b>Automotive</b>                                   |          | 1.6     | 7.0           | 23%      | Earnings contributions anticipated from new investments                                      |
| <b>Aerospace &amp; Transportaion Project</b>        |          | 0.5     | 4.0           | 13%      | Performance generally as forecast  |
| <b>Infrastructure &amp; Healthcare</b>              |          | 2.3     | 16.0          | 14%      | Earnings contributions anticipated from business investments and LNG operating companies     |
| <b>Metals, Mineral Resources &amp; Recycling</b>    |          | 8.2     | 33.0          | 25%      | Performance generally as forecast  |
| <b>Chemicals</b>                                    |          | 2.8     | 16.0          | 18%      | Performance generally as forecast  |
| <b>Consumer Industry &amp; Agriculture Business</b> |          | 0.9     | 8.0           | 11%      | Earnings expected to increase due to from fertilizer business and building material business |
| <b>Retail &amp; Consumer Service</b>                |          | 5.3     | 11.0          | 48%      | Performance generally as forecast  |
| <b>Others</b>                                       |          | 0.5     | 0.0           | -        |  |
| <b>Total</b>  |          | 22.1    | 95.0          | 23%      |  |

# Cash Flow Management

- Maintain positive six-year aggregate core cash flow

| (BN JPY)   | MTP2020<br>3-Year Target<br>(Aggregate)<br>(FY18 - FY20) | MTP2023<br>3-Year Target<br>(Aggregate)<br>(FY21 - FY23) | FY21 + FY22 | FY23 Q1       | FY23 Forecast  | Achieved                               |
|--|--|--|-------------|---------------|----------------|--|
| <b>Core operating CF</b>                           | <b>219.0</b>   | <b>Approx. 380.0</b>                                     | 274.0       | <b>35.0</b>   | <b>115.0</b>   | <b>30%</b>                             |
| <b>Asset Replacement<br/>(Investment recovery)</b> | <b>170.0</b>   | <b>Approx. 300.0</b>                                     | 175.0       | <b>13.0</b>   | <b>125.0</b>   | <b>10%</b>                             |
| <b>New Investments and<br/>others</b>              | <b>(262.0)</b>   | <b>Approx. (500.0)</b>                                   | (241.5)     | <b>(40.5)</b> | <b>(255.0)</b> | <b>16%</b>                             |
| <b>Shareholder Returns</b>                         | <b>(71.0)</b>  | <b>Approx. (120.0)</b>                                   | (61.0)      | <b>(29.0)</b> | <b>(60.0)</b>  | <b>48%</b>                             |
| <b>Core CF</b>                                     | <b>56.0</b>  | <b>Six-year aggregate<br/>Positive</b>                   | 146.5       | <b>(21.5)</b> | <b>(75.0)</b>  | <b>Six-year aggregate<br/>Positive</b> |
| <b>FCF</b>   | <b>108.0</b>   | <b>Approx. 200.0</b>                                     | 127.0       | <b>10.0</b>   | <b>80.0</b>    | <b>13%</b>                             |

# Investments and Asset Replacement



|                                |  |                |   |
|--------------------------------|--|----------------|---|
| <b>Total Investments</b>       | <b>¥40.5bn</b>   |                |   |
| <b>Major Cases</b>             | <b>Infrastructure &amp; Healthcare</b>   | <b>¥11.0bn</b> | <ul style="list-style-type: none"> <li>● Energy conservation business in Australia</li> <li>● Railcar leasing business in the U.S. etc.</li> </ul>  |
|                                | <b>Growth market × Market-oriented initiative</b>  | <b>¥23.5bn</b> | <ul style="list-style-type: none"> <li>● Processing and sale of frozen tuna company</li> <li>● Dealerships of used car in Australia</li> <li>● EV distributor in Northern Europe</li> <li>● Domestic dealerships</li> <li>● Asia retail (Vietnam and India) etc.</li> </ul> |
|                                | <b>Materials &amp; Circular economy</b>  | <b>¥0bn</b>    | —   |
|                                | <b>Others</b>  | <b>¥6.0bn</b>  | <ul style="list-style-type: none"> <li>● Non-financial investment</li> <li>● Innovation investment</li> <li>● Others</li> </ul>   |
| <b>Total Asset Replacement</b> | <b>¥13.0bn</b>   |                |   |
| <b>Major Cases</b>             | <ul style="list-style-type: none"> <li>● Sale of cross-shareholdings</li> <li>● Domestic real estate etc.</li> </ul> |                |   |

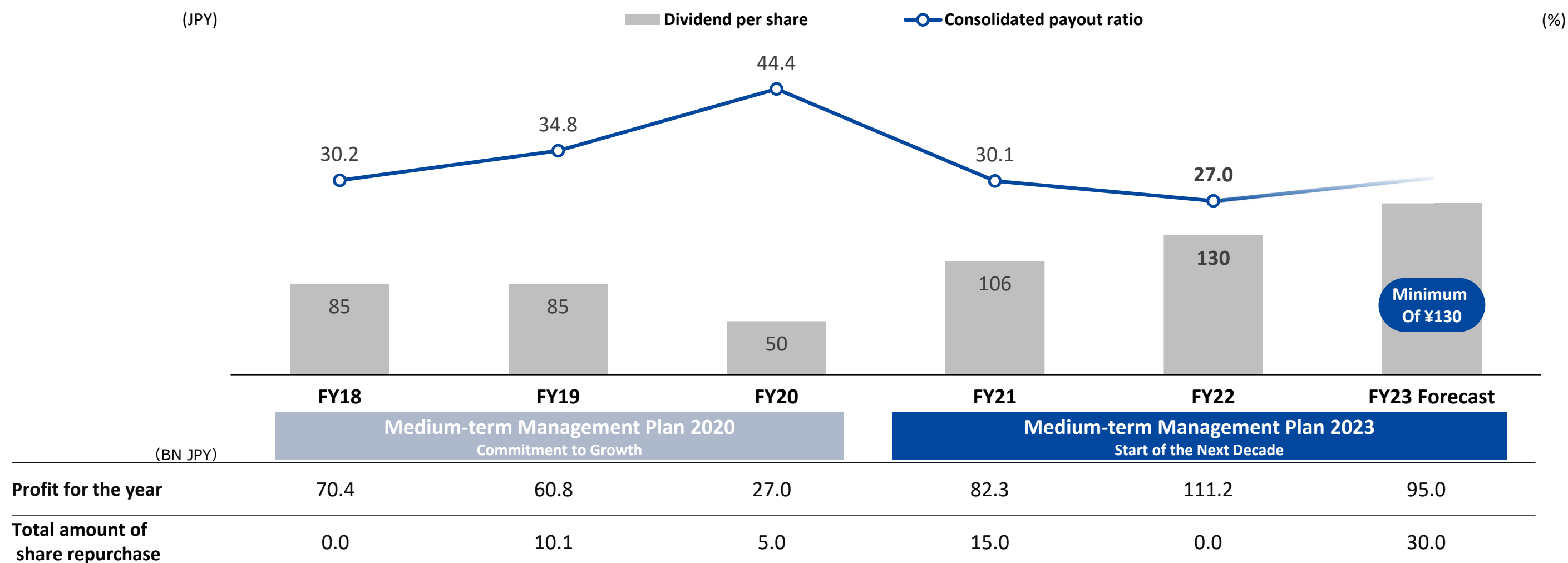
● Automotive ● Aerospace & Transportation Project ● Infrastructure & Healthcare ● Metals, Mineral Resources & Recycling ● Chemicals ● Consumer Industry & Agriculture Business ● Retail & Consumer Service ● Others

# Shareholder Returns Policy

- Targeting a consolidated payout ratio of approx. 30% and paying stable, continuous dividends while enhancing shareholder value through the accumulation and effective use of retained earnings
- We conducted the acquisition and cancellation of treasury stock with the aim of directing the surplus generated from core cash flow towards growth investments, and returning a portion of it to shareholders, and improving capital efficiency

Progress of the Share Repurchase as of June 30, 2023: approx. ¥13.9 bn, 4.75 million shares

Cancellation of Treasury Stocks : approx. 15.3 million shares (Date of cancellation April 7, 2023)



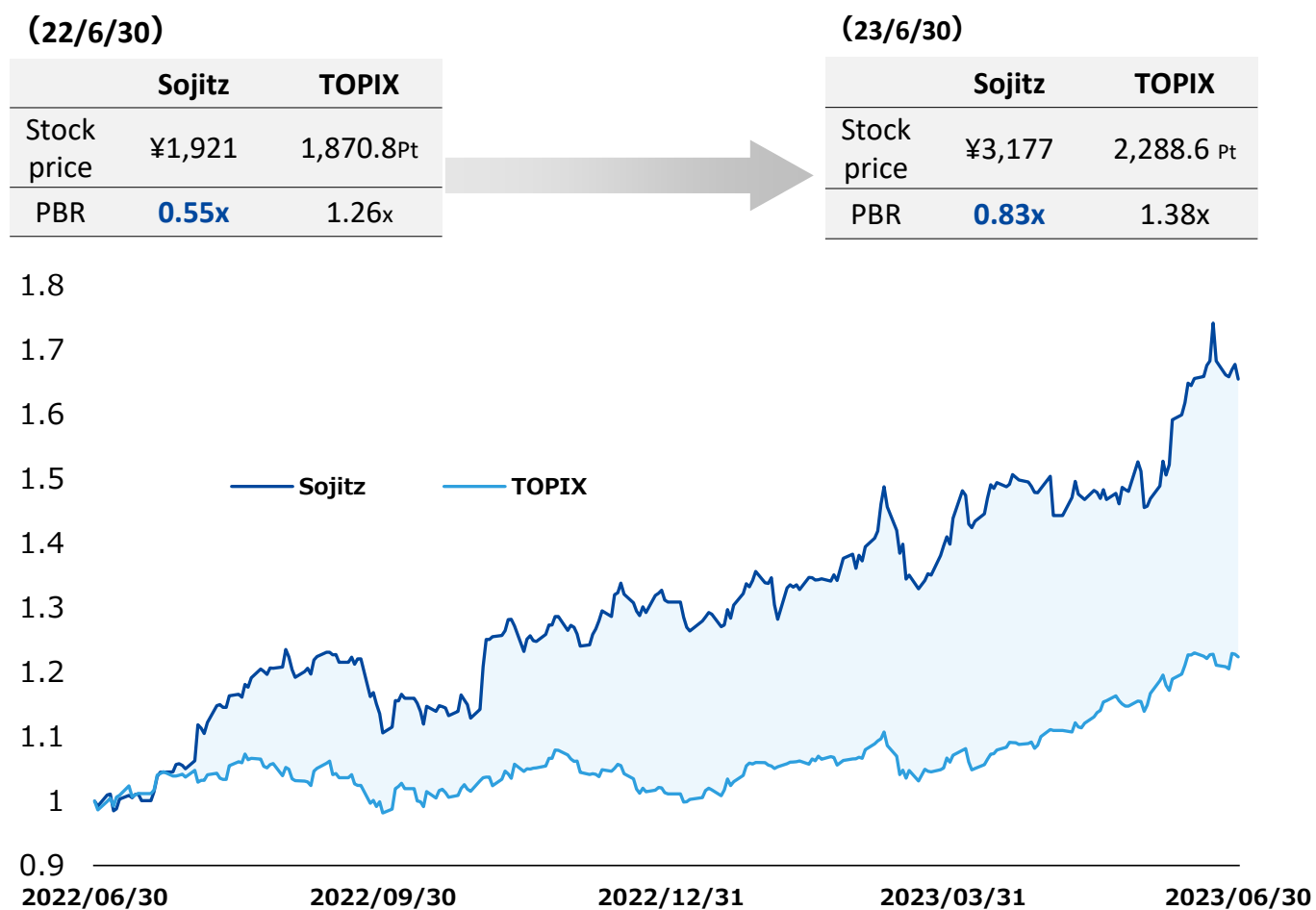
\* The Company conducted a five-for-one share consolidation of common shares of stock effective October 1, 2021. The dividend figures for FY18 to FY21 have been restated to reflect the share consolidation

\* On March 31, 2023, announced the share repurchase with a repurchase period from April 10, 2023 to September 29, 2023, up to ¥30bn or 10 million shares

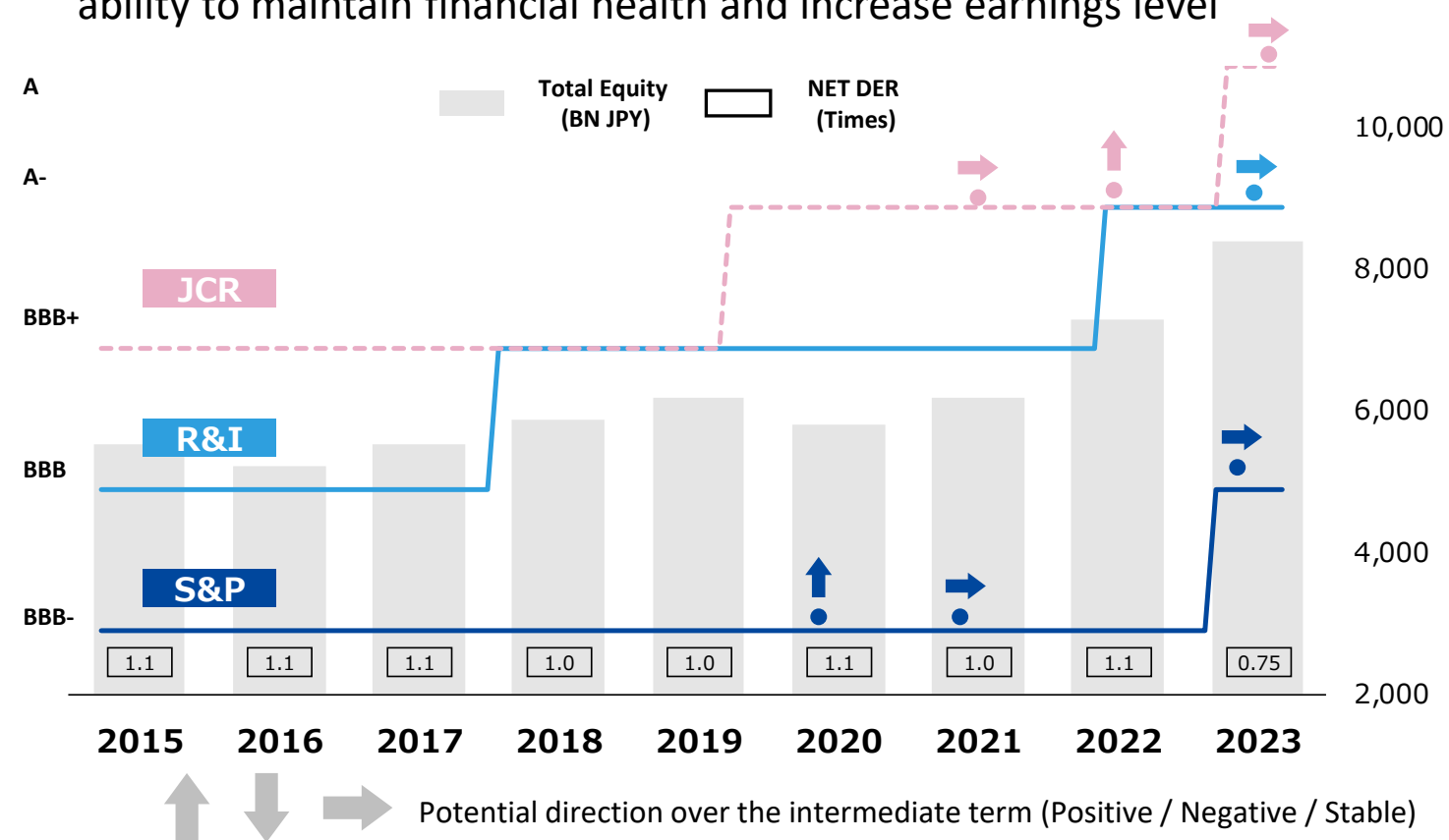
# Stock Price, PBR Trend, and Credit Ratings



## ● Sojitz stock price greatly outperforming TOPIX



## ● Improvement in ratings from S&P and JCR in FY2023 in reflection of Sojitz's ability to maintain financial health and increase earnings level



|   |   |
|---|---|
| <b>JCR</b><br>Japan Credit Rating Agency, Ltd.            | July 2023<br>A- (Positive) → <b>A (Stable) Upgrade</b>    |
| <b>R&amp;I</b><br>Rating and Investment Information, Inc. | August 2022<br>BBB+ (Stable) → <b>A- (Stable) Upgrade</b> |
| <b>S&amp;P</b><br>S&P Global Ratings                      | June 2023<br>BBB- (Stable) → <b>BBB (Stable) Upgrade</b>  |

### (As of the end of June 2023) Vs TOPIX

|                                   |            |
|-----------------------------------|------------|
| Vs the beginning of the year 2023 | +6.2%      |
|                                   | Outperform |
| Vs the end of June 2022           | +43.1%     |
|                                   | Outperform |

### Dividend Yield

|        |       |
|--------|-------|
| FY2022 | 5.70% |
| FY2021 | 7.45% |
| FY2020 | 4.03% |
| FY2019 | 4.98% |

\* Dividend yield calculated by dividing dividends per share by average share price from respective fiscal year

# Changes in business Portfolio (Resource and Non-Resource businesses)

- Reinforcement of reliable earnings foundations through investments focused on non-resource businesses

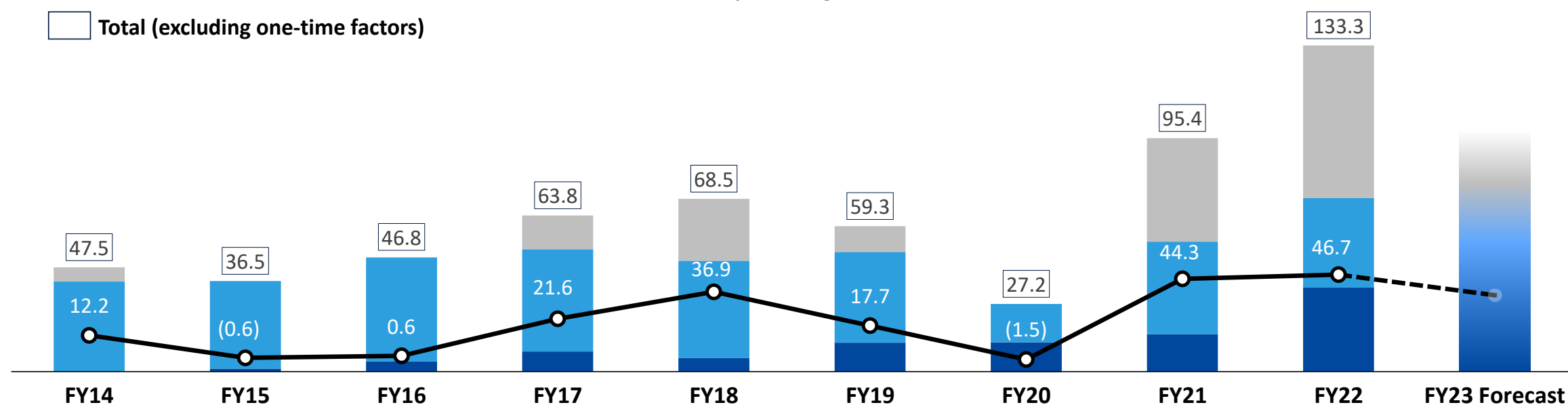
(BN JPY)

■ Non-resource business (New)  
■ Resource business  
□ Total (excluding one-time factors)

■ Non-resource business (Existing)

○ percentage of total attributable to resource businesses

(%)



|                                  | FY14   | FY15  | FY16  | FY17  | FY18 | FY19 | FY20  | FY21   | FY22   | FY23 Forecast |
|----------------------------------|--------|-------|-------|-------|------|------|-------|--------|--------|---------------|
| Resource business                | 5.8    | (0.2) | 0.3   | 13.8  | 25.3 | 10.5 | (0.4) | 42.3   | 62.3   | 25.0          |
| Non-resource business (Existing) | 36.8   | 35.8  | 42.4  | 41.8  | 39.8 | 37.1 | 15.7  | 37.9   | 36.7   | 70.0          |
| Non-resource business (New)      | 0.0    | 1.2   | 4.1   | 8.2   | 5.5  | 11.8 | 11.9  | 15.2   | 34.3   | -             |
| One-time gain / loss             | (11.0) | 0.0   | (6.0) | (7.0) | 1.9  | 1.5  | (0.2) | (13.1) | (22.1) | -             |

\* Total (excluding one-time factors) = Profit for the year - One-time gains (loss)



# Commodity Prices, Foreign Exchange, and Interest Rate

|                              | FY22 Results<br>(Apr. - Jun. Avg.) | FY23 Assumptions<br>(Annual avg.) | FY23 Results<br>(Apr. - Jun. Avg.) | Latest data<br>(As of July 26, 2023) |
|------------------------------|------------------------------------|-----------------------------------|------------------------------------|--------------------------------------|
| <b>Coking coal *1</b>        | US\$448.0/t                        | US\$230.0/t                       | US\$243.6/t                        | <b>US\$237.0/t</b>                   |
| <b>Thermal coal *1</b>       | US\$378.9/t                        | US\$160.0/t                       | US\$160.7/t                        | <b>US\$138.5/t</b>                   |
| <b>Crude oil (Brent)</b>     | US\$112.0/bbl                      | US\$80.0/bbl                      | US\$77.7/bbl                       | <b>US\$82.9/bbl</b>                  |
| <b>Exchange rate *2</b>      | ¥131.3/US\$                        | ¥125.0/US\$                       | ¥139.6/US\$                        | <b>¥141.1/US\$</b>                   |
| <b>Interest Rate (TIBOR)</b> | 0.07%                              | 0.06%                             | 0.07%                              | <b>0.07%</b>                         |

\*1 Coal prices are based on standard market prices and therefore differ from the Company's selling prices.

\*2 Impact of fluctuations in the exchange rate on earnings: ¥1/US\$ change alters gross profit by approx. ¥0.75 billion annually, profit for the year by approx. ¥0.3 billion annually, and total equity by approx. ¥2.0 billion annually.

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## **Segment Information**

Note: Effective April 1, 2023, Sojitz Group reorganized several segments and changed its reporting figures for FY2022 Q1.

## Summary

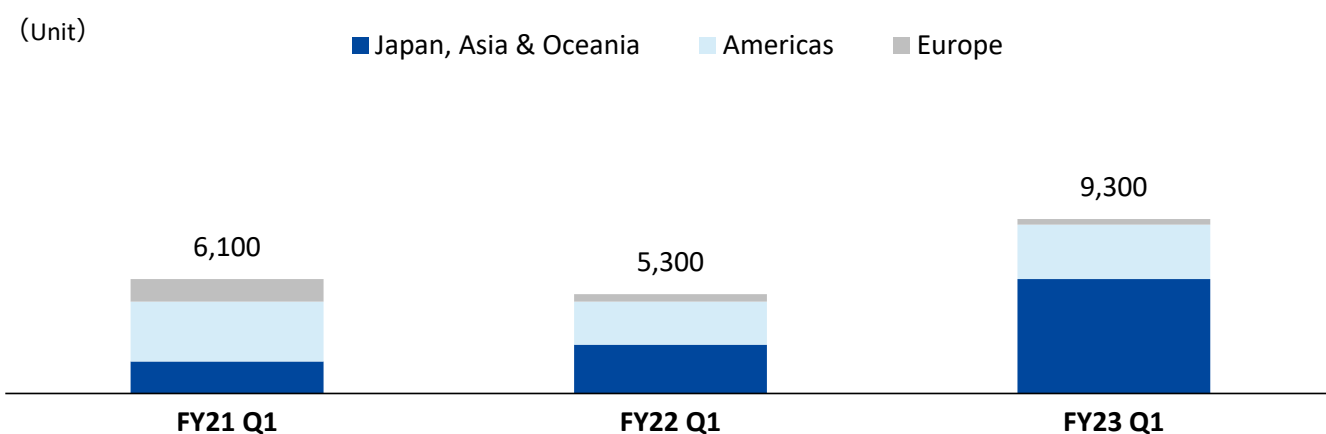
| (BN JPY)  | FY22 Q1       | FY23 Q1       | Difference |
|---|---------------|---------------|------------|
| Gross profit  | 13.7          | 15.2          | +1.5       |
| SG&A expenses   | (9.9)         | (11.3)        | (1.4)      |
| Share of profit (loss) of investments accounted for using the equity method | 0.3           | 0.2           | (0.1)      |
| Profit for the period   | 2.0           | 1.6           | (0.4)      |
|   | Mar. 31, 2023 | Jun. 30, 2023 | Difference |
| Total asset   | 182.7         | 232.8         | +50.1      |

## Main Factors

**Profit for the period**  
Decreased due to withdrawal from distributorship businesses in Thailand

## Vehicle Sales

## Dealership Business



\* The equity ownership is as of the end of June 2023.

\* The above figures are profit for the period, which is calculated in accordance with IFRS.

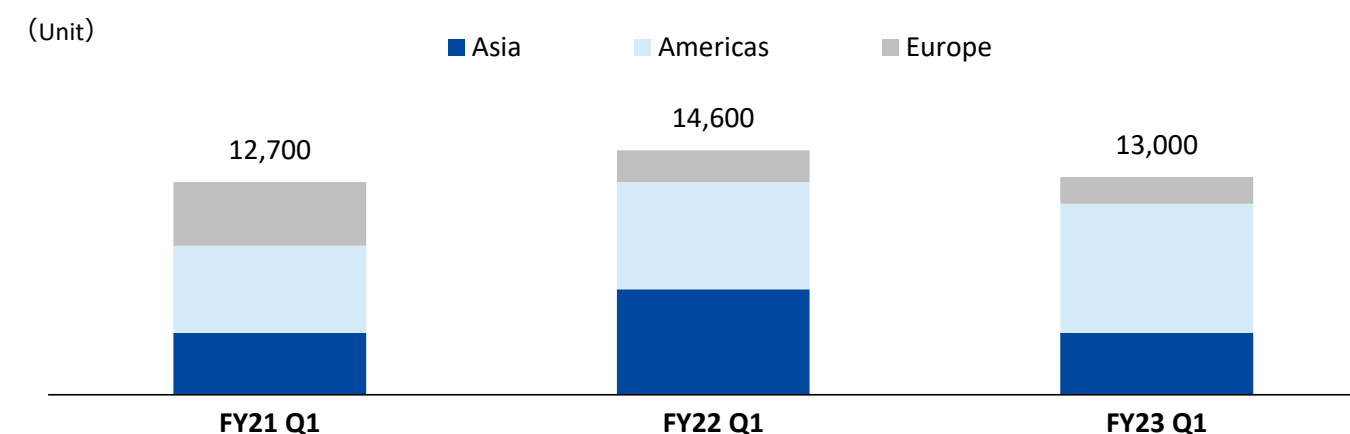
\* Includes the unit sales that company-owned dealerships handle and the equity-method affiliates handle in distributor business.

## Main Subsidiaries and Associates (Excluding one-time factors)

| (BN JPY)                          | Equity ownership | FY22 Q1 | FY23 Q1 | Difference | Business Description                   | Accounting Period |
|-----------------------------------|------------------|---------|---------|------------|--|-------------------|
| Sojitz de Puerto Rico Corporation | 100%             | 0.7     | 1.3     | +0.6       | Import/export and sales of automobiles | Mar               |
| Sojitz Automotive Group, Inc      | 100%             | 0.5     | 0.3     | (0.2)      | Automobile dealership                  | Mar               |
| (One-time gain and loss)          | -                | 0.0     | 0.0     | 0          |  |                   |

\* Excluding one-time factors = Profit for the period - One-time gains (loss)

## Distributor Business



# Aerospace & Transportation Project

## Summary

| (BN JPY)   | FY22 Q1 | FY23 Q1 | Difference |
|--|---------|---------|------------|
| <b>Gross profit</b>  | 4.0     | 3.7     | (0.3)      |
| <b>SG&amp;A expenses</b>   | (2.8)   | (3.2)   | (0.4)      |
| <b>Share of profit (loss) of investments accounted for using the equity method</b> | (0.1)   | 0.1     | +0.2       |
| <b>Profit for the period</b>   | 1.0     | 0.5     | (0.5)      |

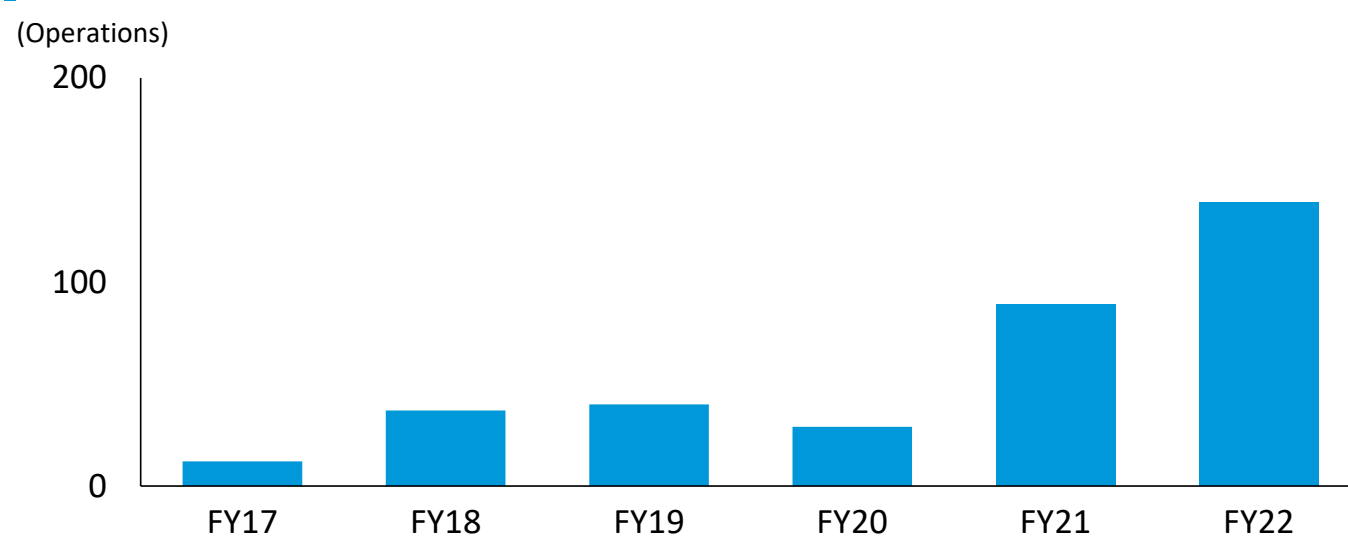
  

|                    | Mar. 31, 2023 | Jun. 30, 2023 | Difference |
|--------------------|---------------|---------------|------------|
| <b>Total asset</b> | 201.4         | 162.7         | (38.7)     |

### Main Factors

**Profit for the period**  
Decreased due to lower aircraft-related transactions

## Business Jet charter sales



\* The equity ownership is as of the end of June 2023.

\* The above figures are profit for the period, which is calculated in accordance with IFRS.

## Main Subsidiaries and Associates (Excluding one-time factors)

| (BN JPY)  | Equity ownership | FY22 Q1 | FY23 Q1 | Difference | Business Description   | Accounting Period |
|---|------------------|---------|---------|------------|--|-------------------|
| <b>Aircraft • Marine vessel asset businesses</b>          |                  |         |         |            |  |                   |
|   |                  |         |         |            | Aircraft sales representative, Aircraft lease Aircraft part-out etc.                 |                   |
| -Sojitz Aviation and Marine B.V.                          | 100%             | 0.0     | 0.0     | 0          | Aircraft part-out business and marine vessel-related business                        | Mar               |
| <b>Aviation businesses</b>                                |                  |         |         |            |  |                   |
|   |                  |         |         |            | Dependence system-related, Business Jet services, Aircraft sales representative      |                   |
| - Business Jet services                                   | 100%             | 0.3     | 0.0     | (0.3)      |  | —                 |
| <b>Transportation • Airport infrastructure businesses</b> |                  |         |         |            |  |                   |
|   |                  |         |         |            | North American railcar (MRO• Railcar lease), EPC businesses in railcar filed in Asia |                   |
| -Sojitz Transit & Railway Canada Inc.                     | 74.9%            | (0.1)   | 0.0     | +0.1       | General repair and remanufacturing of railway rolling stocks                         | Mar               |
| -Southwest Rail Industries Inc.                           | 100%             | 0.1     | 0.0     | (0.1)      | Railcar leasing business   | Mar               |
| <b>Sojitz Aerospace Corporation</b>                       | 100%             | 0.0     | 0.5     | +0.5       | Import/export and sales of aerospace and defense-related equipment, components       | Mar               |
| <b>(One-time gain and loss)</b>                           | -                | 0.0     | 0.0     | 0          |  |                   |

\* Excluding one-time factors = Profit for the period - One-time gains (loss)

## Summary

| (BN JPY)  | FY22 Q1 | FY23 Q1 | Difference |
|---|---------|---------|------------|
| Gross profit  | 5.1     | 6.5     | +1.4       |
| SG&A expenses   | (7.1)   | (7.4)   | (0.3)      |
| Share of profit (loss) of investments accounted for using the equity method | 4.9     | 4.7     | (0.2)      |
| Profit for the period   | 6.6     | 2.3     | (4.3)      |

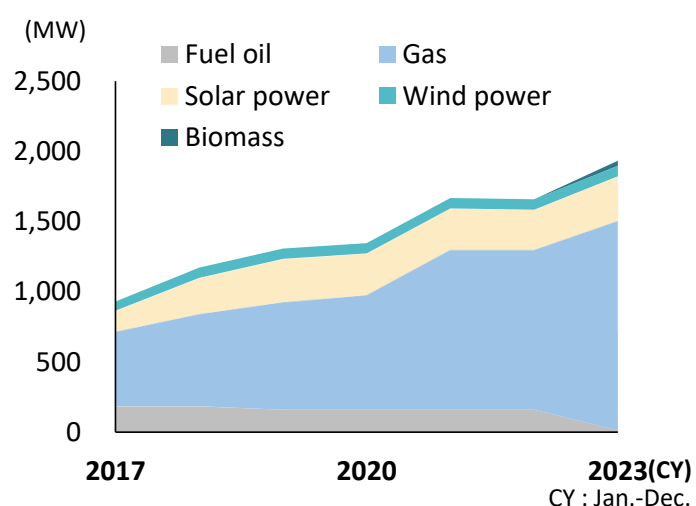
  

|             | Mar. 31, 2023 | Jun. 30, 2023 | Difference |
|-------------|---------------|---------------|------------|
| Total asset | 516.5         | 549.2         | +32.7      |

## Main Factors

**Profit for the period**  
Decreased due to absence of gain on partial sale of equity in telecommunications tower operating business in previous year

## Net Power-Generation Capacity



|              | CY2017     | CY2020       | CY2023       |
|--------------|------------|--------------|--------------|
| Solar power  | 140        | 290          | 320          |
| Wind power   | 70         | 70           | 70           |
| Gas          | 540        | 820          | 1,490        |
| Fuel oil     | 180        | 160          | 10           |
| Biomass      | -          | -            | 40           |
| <b>Total</b> | <b>930</b> | <b>1,340</b> | <b>1,930</b> |

As of Jun. 30, 2023, information on the net power-generation capacity is as follows.

**By Region** : Asia 51%, Americas 39%, Japan 6%, Europe 5%  
**By Contract Forms** : Long-term contract 91%, Spot contract 9%

\* The equity ownership is as of the end of June 2023.  
\* The above figures are profit for the period, which is calculated in accordance with IFRS.

## Main Subsidiaries and Associates (Excluding one-time factors)

| (BN JPY)   | Equity ownership | FY22 Q1 | FY23 Q1 | Difference | Business Description  | Accounting Period |
|--|------------------|---------|---------|------------|---|-------------------|
| <b>Energy related • Natural gas-fired power plant business</b> |                  |         |         |            |   |                   |
| -LNG Japan Corporation   | 50%              | 0.6     | 1.6     | +1.0       | LNG project and invests in LNG related business   | Mar               |
| -Glover Gas & Power B.V.                                       | 25%              | -       | 0.2     | +0.2       | Investment in gas supply businesses and gas investment businesses in Nigeria              | Dec               |
| -Natural gas-fired power plant business                        | -                | 0.8     | 0.7     | (0.1)      | In the U.S., Middle east etc.   | —                 |
| <b>Renewable energy • Decarbonate business</b>                 |                  |         |         |            |   |                   |
| -Renewable Energy Businesses                                   | -                | 1.3     | 0.4     | (0.9)      | Renewable energy business in Japan and overseas   | —                 |
| -ESCO businesses   | -                | (0.2)   | 0.1     | +0.3       | Overseas energy service company   | —                 |
| -Nexus Energia S.A.  | 31.4%            | 0.0     | 0.2     | +0.2       | Electricity and gas retail; market representation; solar power generation in Spain        | Dec               |
| <b>Social Infrastructure • PPP business</b>                    |                  |         |         |            |   |                   |
| -Sojitz Hospital PPP Investment B.V.                           | 100%             | 0.5     | 0.6     | +0.1       | Investment in hospital project  | Dec               |
| -PT. Puradelta Lestari Tbk                                     | 25%              | 0.8     | 0.3     | (0.5)      | Development of infrastructure for comprehensive urban infrastructure and industrial parks | Dec               |
| -Sojitz Machinery Corporation                                  | 100%             | 0.6     | 0.6     | 0          | Import/export and sales of general  | Mar               |
| <b>(One-time gain and loss)</b>                                | -                | 4.0     | 0.0     | (4.0)      |   |                   |

\* For information companies, please refer to their respective corporate websites.

- SAKURA Internet Inc. (equity-method associate the following) <https://www.sakura.ad.jp/>
- PT. Puradelta Lestari Tbk (equity-method associate) <https://www.kota-deltamas.com>

\* These figures are obtained by calculating profit of the major subsidiaries and associates in renewable energy, natural gas-fired power plant and energy service company businesses.

\* Excluding one-time factors = Profit for the period - One-time gains (loss)

## Summary

| (BN JPY)  | FY22 Q1       | FY23 Q1       | Difference |
|---|---------------|---------------|------------|
| Gross profit  | 34.1          | 12.6          | (21.5)     |
| SG&A expenses   | (3.7)         | (4.0)         | (0.3)      |
| Share of profit (loss) of investments accounted for using the equity method | 5.3           | 2.9           | (2.4)      |
| Profit for the period   | 24.7          | 8.2           | (16.5)     |
|   | Mar. 31, 2023 | Jun. 30, 2023 | Difference |
| Total asset   | 531.9         | 519.5         | (12.4)     |

## Main Factors

**Profit for the period**  
Decreased due to decreases in coal prices

## Coal business

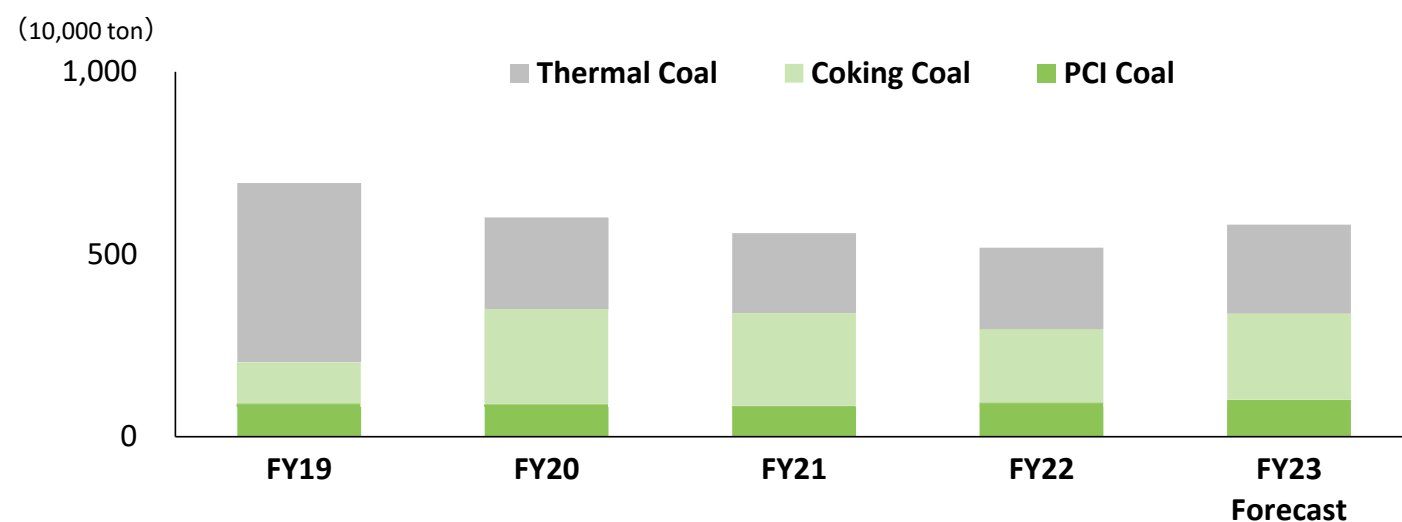
- Commodity prices and foreign exchange rates (9.5)
- Trading volume and costs (4.5)

## Main Subsidiaries and Associates (Excluding one-time factors)

| (BN JPY)  | Equity ownership | FY22 Q1 | FY23 Q1 | Difference | Business Description   | Accounting Period |
|---|------------------|---------|---------|------------|--|-------------------|
| Sojitz Development Pty. Ltd.                                      | 100%             | 19.4    | 4.8     | (14.6)     | Investment in coal mines   | Mar               |
| Metal One Corporation   | 40%              | 4.5     | 3.3     | (1.2)      | Import, export, and sale of, and domestic and foreign trading in, steel-related products | Mar               |
| Nonferrous metal business (Worsley Alumina Refinery in Australia) | -                | 0.0     | (0.2)   | (0.2)      | Production of alumina, Investment in an alumina refinery                                 | —                 |
| (One-time gain and loss)  | -                | 0.0     | (0.5)   | (0.5)      |  |                   |

\* Excluding one-time factors = Profit for the period - One-time gains (loss)

## Change in Coal Sales Volume



\* The equity ownership is as of the end of June 2023.

\* The above figures are profit for the period, which is calculated in accordance with IFRS.

## Summary

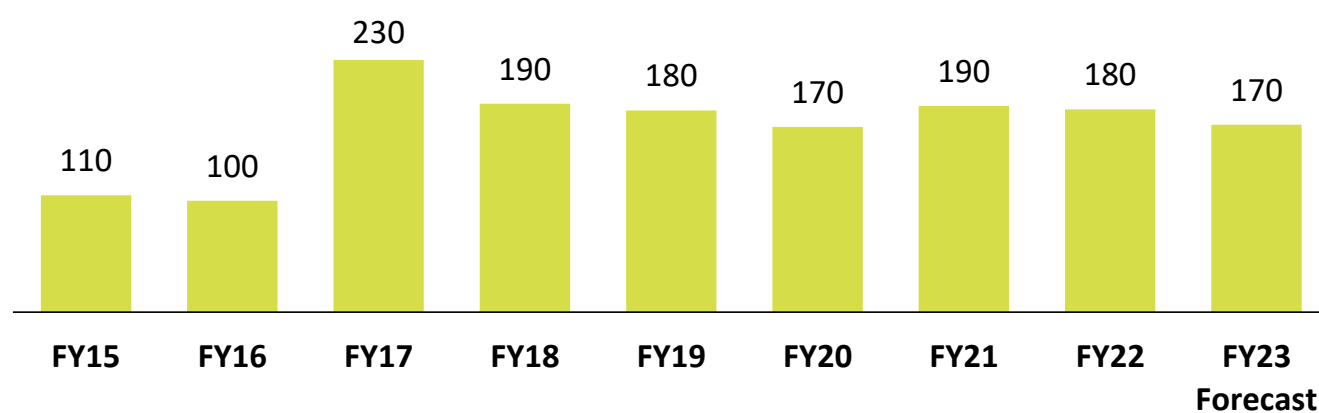
| (BN JPY)  | FY22 Q1       | FY23 Q1       | Difference |
|---|---------------|---------------|------------|
| Gross profit  | 16.3          | 14.1          | (2.2)      |
| SG&A expenses   | (8.1)         | (8.6)         | (0.5)      |
| Share of profit (loss) of investments accounted for using the equity method | 0.0           | (0.1)         | (0.1)      |
| Profit for the period   | 5.6           | 2.8           | (2.8)      |
|   | Mar. 31, 2023 | Jun. 30, 2023 | Difference |
| Total asset   | 322.2         | 323.5         | +1.3       |

## Main Factors

**Profit for the period**  
Decreased due to decreases in commodity prices and one-time losses

## Sales Volume for Methanol

(10,000 ton)



\* The equity ownership is as of the end of June 2023.

\* The above figures are profit for the period, which is calculated in accordance with IFRS.

## Main Subsidiaries and Associates (Excluding one-time factors)

| (BN JPY)  | Equity ownership | FY22 Q1 | FY23 Q1 | Difference | Business Description  | Accounting Period |
|---|------------------|---------|---------|------------|---|-------------------|
| PT. Kaltim Methanol Industri                                      | 85%              | 1.5     | 1.4     | (0.1)      | Manufacture and sale of methanol  | Mar               |
| Sojitz Pla-Net Corporation  | 100%             | 0.4     | 0.2     | (0.2)      | Trading and sale of plastics and related products   | Mar               |
| solvadis Deutschland gmbh   | 100%             | 0.6     | 0.3     | (0.3)      | Trading and sale of chemical products   | Mar               |
| Trading business in Sojitz's holdings on a non-consolidated basis | -                | 1.3     | 1.5     | +0.2       | Industrial salts, rare earth, aromatics, phenol, phenol resins, functional materials etc. | —                 |
| (One-time gain and loss)  | -                | 0.0     | (1.5)   | (1.5)      |   |                   |

\* Excluding one-time factors = Profit for the period - One-time gains (loss)

## Summary

| (BN JPY)  | FY22 Q1 | FY23 Q1 | Difference |
|---|---------|---------|------------|
| Gross profit  | 9.5     | 7.0     | (2.5)      |
| SG&A expenses   | (5.5)   | (6.1)   | (0.6)      |
| Share of profit (loss) of investments accounted for using the equity method | 0.3     | 0.2     | (0.1)      |
| <b>Profit for the period</b>  | 3.2     | 0.9     | (2.3)      |

|                    | Mar. 31, 2023 | Jun. 30, 2023 | Difference |
|--------------------|---------------|---------------|------------|
| <b>Total asset</b> | 238.9         | 239.0         | +0.1       |

## Main Factors

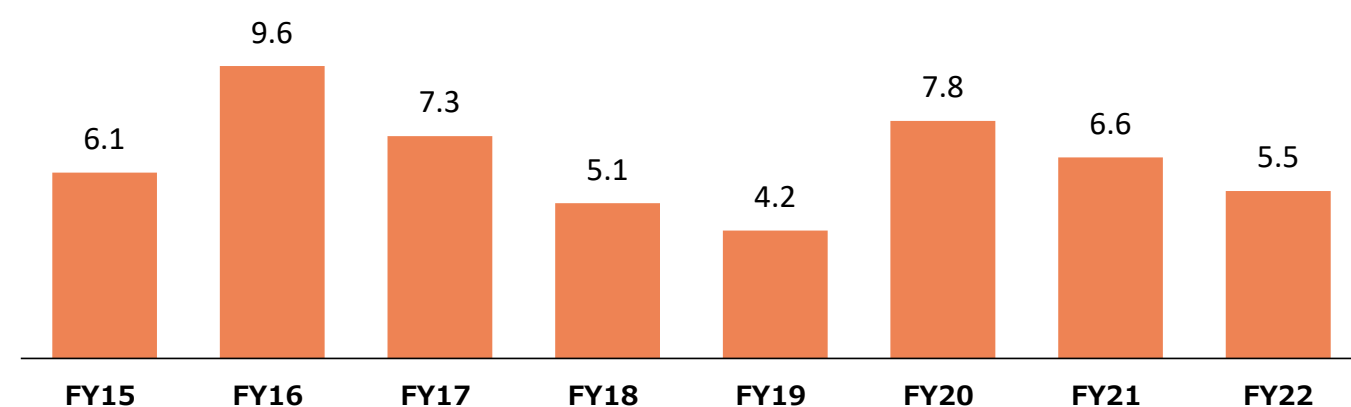
## Profit for the period

Decreased due to decreases in sales prices of fertilizer business and building material business

## Profit of Overseas Fertilizers Business

● Development of stable earnings foundations by leveraging strength of top-class market shares in Southeast Asia

(BN JPY)



\* The equity ownership is as of the end of June 2023.

\* The above figures are profit for the, which is calculated in accordance with IFRS.

\* The above figures are aggregated net profit of three companies mentioned above on stand alone basis.

## Main Subsidiaries and Associates (Excluding one-time factors)

| (BN JPY)                                     | Equity ownership | FY22 Q1 | FY23 Q1 | Difference | Business Description   | Accounting Period |
|--|------------------|---------|---------|------------|--|-------------------|
| <b>fertilizer related business</b>           |                  |         |         |            |  |                   |
| -Thai Central Chemical Public Company (TCCC) | 81%              | 1.1     | *2      |            | Manufacture and sales of fertilizers in Thailand   | Mar               |
| -Atlas Fertilizer Corporation (AFC)          | 100%             | 1.2     | (0.1)   | (1.3)      | Manufacture and sales of fertilizers, sales of imported fertilizer products in the Philippines | Mar               |
| -Japan Vietnam Fertilizer Company (JVF)      | 75%              | 0.1     | 0.2     | +0.1       | Manufacture and sales of fertilizers in Vietnam  | Mar               |
| <b>Sojitz Building Materials Corporation</b> | 100%             | 1.0     | 0.1     | (0.9)      | Trading company specializing in sales of construction materials                                | Mar               |
| <b>Saigon Paper</b>                          | 96%              | (0.1)   | 0.0     | +0.1       | Papermaking business in Vietnam  | Dec               |
| <b>(One-time gain and loss)</b>              | -                | 0.0     | 0.5     | +0.5       |  |                   |

\*1 Excluding one-time factors = Profit for the period - One-time gains (loss)

\*2 The company has not announced the financial results yet. Sojitz will update the information after TCCC discloses the latest financial results.

\*3 Characteristics of Sojitz's fertilizer business companies are as follows:

TCCC: Earnings concentrated in the first half of the year as rice farmers (the primary users of TCCC's fertilizer) tend to use fertilizer around the rainy season

AFC: Demand throughout the year as fertilizer is primarily used for semiannual crops like rice and corn

JVF: Demand seen throughout the year for fertilizer for major crops, namely rice, sugar cane, and coffee



## Summary

| (BN JPY)  | FY22 Q1       | FY23 Q1       | Difference |
|---|---------------|---------------|------------|
| Gross profit  | 11.1          | 10.8          | (0.3)      |
| SG&A expenses   | (9.7)         | (9.8)         | (0.1)      |
| Share of profit (loss) of investments accounted for using the equity method | (0.2)         | 0.5           | +0.7       |
| Profit for the period   | 0.2           | 5.3           | +5.1       |
|   | Mar. 31, 2023 | Jun. 30, 2023 | Difference |
| Total asset   | 419.9         | 493.7         | +73.8      |

## Main Factors

**Profit for the period**  
Increased due to recovery in domestic retail business and negative goodwill recorded in association with on a new investment

## Main Subsidiaries and Associates (Excluding one-time factors)

| (BN JPY)                                | Equity ownership | FY22 Q1 | FY23 Q1 | Difference | Business Description   | Accounting Period |
|---|------------------|---------|---------|------------|--|-------------------|
| <b>Retail related business</b>          | -                | (0.4)   | 0.3     | +0.7       | Manufacturing and distribution of foods, Convenience store, Operation of restaurants   | —                 |
| -Overseas                               | -                | 0.0     | 0.0     | 0          | Ministop Vietnam, Four-temperature logistics service, Production of daily prepared foods, distribution of foods and general merchandise etc. | —                 |
| -Domestic                               | -                | (0.4)   | 0.3     | +0.7       | Royal HD, SRIC, JALUX etc.   | —                 |
| <b>Marine products related business</b> | -                | 0.2     | 0.2     | 0          | The Marine Foods Cop., TRY Inc., Dalian Global Food Corp., Sojitz Tuna Farm Takashima Co., Ltd.  | —                 |
| -The Marine Foods Corporation           | 100%             | 0.2     | 0.2     | 0          | An aquaculture food product manufacturing company  | Mar               |
| <b>Domestic real estate business</b>    | -                | 0.0     | 0.5     | +0.5       | Management of shopping centers, value-add businesses etc.  | —                 |
| <b>Sojitz Foods Corporation</b>         | 100%             | 0.9     | 0.7     | (0.2)      | Sale of farmed and marine products, sugar, saccharified products, dairy products, processed foods, and other foodstuffs                      | Mar               |
| <b>Sojitz Fashion Co., Ltd.</b>         | 100%             | 0.2     | 0.2     | 0          | Printing of cotton and synthetic textiles, processing and wholesale of non-patterned and dyed fabrics  | Mar               |
| <b>(One-time gain and loss)</b>         | -                | 0.0     | 0.0     | 0          |  |                   |

\* Excluding one-time factors = Profit for the period - One-time gains (loss)

\* For information on the following companies, please refer to their respective corporate websites.

- Fuji Nihon Seito Corporation (equity-method associate) <https://www.fnsugar.co.jp/>
- Royal Holdings (equity-method associate) <https://www.royal-holdings.co.jp/>

\* The equity ownership is as of the end of June 2023.

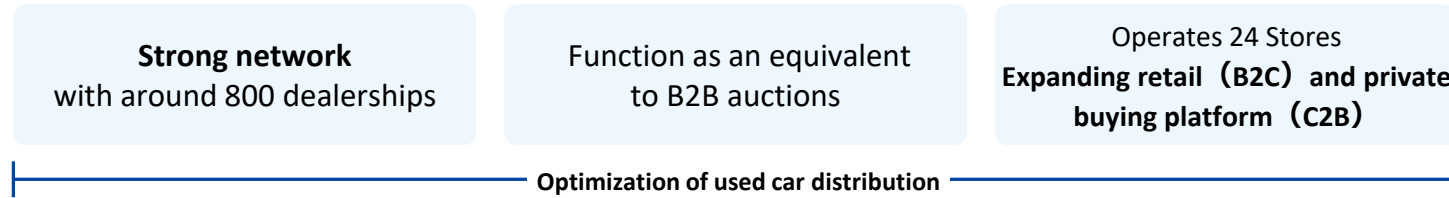
\* The above figures are profit for the period, which is calculated in accordance with IFRS.

## Automotive Division

### Sojitz Acquired the Largest Pure-play Operator in the Used Car Market in Australia

Sojitz has acquired full ownership of Albert Automotive Holdings Pty Ltd (“AAH”) which operates a wholesale and retail used car business as part of Dutton Group (“Dutton”). Through this acquisition, **Sojitz will enter the automobile sales business in Australia where has a huge demand for used cars and aims to strengthen its automobile business portfolio.**

#### Dutton’s strong network and function



#### Synergies Between Dutton Group Group and Sojitz Assets



Through development of a range of services that enhance the user experience for both used car operators and consumers,  
**Expanding the Dutton business and further enhancing its value**



Dutton One Store



Dutton Garage Store



|               |                                    |
|---------------|------------------------------------|
| Company       | Albert Automotive Holdings Pty Ltd |
| Location      | Melbourne, VIC, Australia          |
| Main business | Used car wholesale and retail      |

## Automotive Division

### Sojitz Invested in Multi-Brand EV Distributor in Norway

Sojitz has acquired a 49% stake in Pongo AS (“Pongo”), a holding company of Gill Gruppen AS (Head Office: Norway; “Gill Group”), which owns multiple subsidiaries that serve as EV brand distributors under the umbrella of the Gill Group. Through entering the specialized multi-distributor business for EVs in Norway, **Sojitz aims to contribute to the realization of carbon neutrality in the automotive industry.**

#### Norway is the world’s leading market in EVs

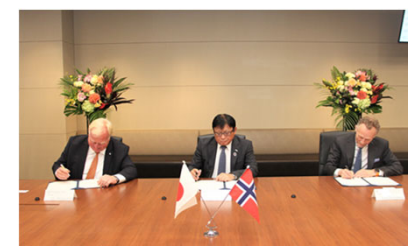
- One of the most advanced EV markets in the world
- The Norwegian government has announced that it will ban sales of gasoline, diesel, and plug-in hybrid cars in 2025

EVs accounted for over 90% of new car sales at the end of 2022.

#### Synergies Between Gill Group and Sojitz Assets



Seeks to expand sales of EVs and EV-related business fields with the aim of improving operational efficiency and business value. The automotive industry is currently undergoing a paradigm shift. In order to respond to changes in the business environment, Sojitz will continue to build expertise in EV-related business fields while simultaneously strengthening the foundation of the business and **pursuing new business creation that includes expansion of this EV distribution business to other countries.**



- Chair man Nils Petter Gill (Gill Gruppen AS)
- President Masayoshi Fujimoto (Sojitz)
- Leif Madsberg CEO (Pongo AS)



Dealerships Showroom



|               |   |
|---------------|---|
| Company       | Pongo AS                                  |
| Location      | Masteveien 4, 1481 Hagan, Norway          |
| Main business | Automotive wholesale and retail in Norway |

## Infrastructure & Healthcare Division

### Sojitz Enters Energy Conservation Business in Australia

Sojitz has acquired Ellis Air Group Pty Ltd ("Ellis Air"), an air conditioning and mechanical services company providing energy-efficient design and construction services in addition to operations. **Sojitz will expand into the Energy as a Service (EaaS) field both in the U.S. and in Australia. Energy data gathered through these businesses will be used as an asset for further business creation and contribute towards the realization of a decarbonized society.**

#### Growing Australian Market

- Australia's federal and state governments have announced **major CO<sub>2</sub> emission reduction targets and related roadmaps.**
- Buildings in Australia are now required to meet high standards for an environmental performance rating. As a result, there is **growing awareness and demand for energy-saving air conditioning services.**

Annual per capita CO<sub>2</sub> emissions  
**Second highest among G20**

Annual per capita consumption of energy  
**Highest in the APAC**

#### Ellis Air's technology and market bases

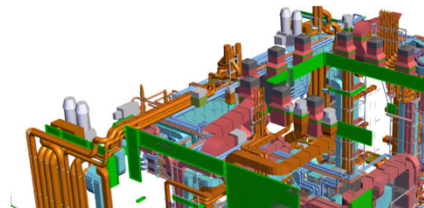
Holding **top class technology in heating, ventilation and air conditioning design** from an energy-saving and cost reduction standpoint.

**High market share and a well-established customer base** in the market of building owner and general contractor

Sojitz provides its own renewable energy sources and financial support with the aim of actively developing the energy conservation business centered on existing air conditioning design, construction, and maintenance projects which lower maintenance costs for customers through energy-efficient services that both reduce power consumption and contribute to a decrease in CO<sub>2</sub> emissions.



Building



Ellis Air specialized in BIM design (Sample)



|               |  |
|---------------|--|
| Company       | Ellis Air Group Pty Ltd  |
| Location      | Victoria State, Melbourne, Australia   |
| Main business | Air conditioning design, construction, and maintenance; energy conservation/ EaaS business |

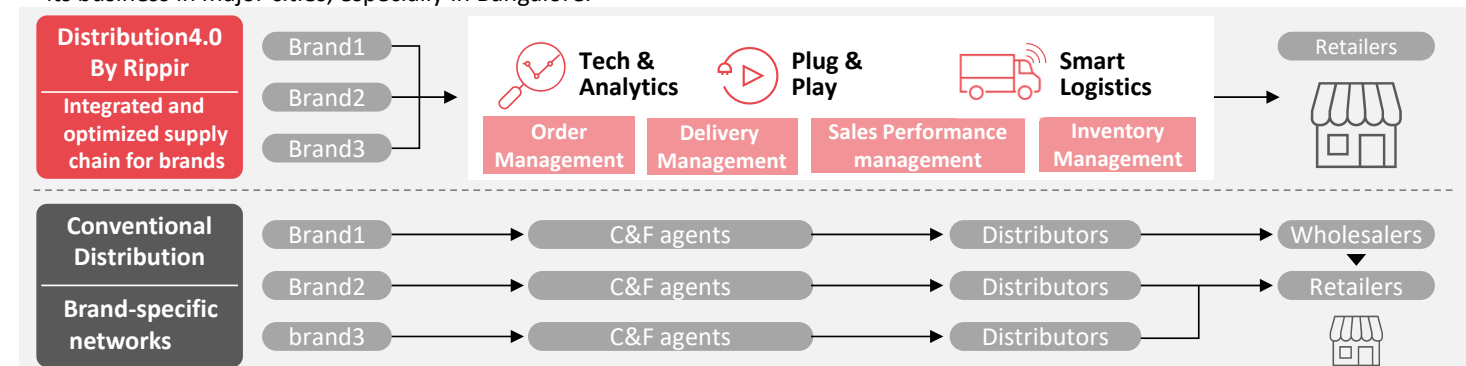
## Retail & Consumer Service Division

### Accelerate contribution to the growing distribution industry in India

Sojitz has underwritten a third-party allotment of shares to invest in Intelligent Retail Private Limited ("RIPPLR"), a startup company in India. Sojitz will **contribute to solving problems in the distribution industry and to the development of the regional economy in India, a new market, while simultaneously aiming to participate in other businesses in the Indian retail sector.**

#### RIPPLR's original distribution platform

- Enables it to **digitally manage** orders from retailers (customers) to deliveries, share sales information with manufacturers (suppliers) in real time, and obtain timely sales and delivery information.
- has earned it a high reputation from local consumer goods and food manufacturers and retailers, and the company is expanding its business in major cities, especially in Bangalore.



#### Synergies Between RIPPLR and Sojitz Assets

The funds raised will be used to

- **Open new locations across India and**
- **To further develop RIPPLR's strengths in wholesale and logistics-related systems**

Taking advantage of Sojitz's

- **Close-knit overseas networks in high-demand areas such as Southeast Asia**
- **Knowledge of wholesale business operations in emerging countries gained through business activities mainly in Vietnam**

Accelerate solving complex logistics distribution structure and existing inefficiencies pose one of the greatest challenges for distribution industry in India



|               |  |
|---------------|--|
| Company       | Intelligent Retail Private Limited           |
| Location      | Bengaluru, India                             |
| Main business | Operation of a digital distribution platform |



Digital Transformation Strategy

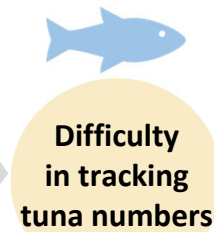
## Tuna Takashima DX

### Development of Smart Farming System at Sojitz Tuna Farm Takashima (Tuna Farming Business)

Sojitz's bluefin tuna farming business in the Genkai Sea in Nagasaki Prefecture, which was commenced in 2008, is engaged in a verification test entailing the use of digital technologies, underwater cameras, and sensors to accurately track the number of fish in enclosures and their swimming patterns and thereby improve farming efficiency. The Sojitz team's approach to this challenge was to set up a digital twin to replicate the entire aquaculture cage as a digital model. After repeated trial and error, Sojitz achieved its initial goal of creating a digital simulation to count swimming tuna in murky sea water with 95% accuracy. All processes are performed by Sojitz employees, who are also responsible for measuring swimming data. Meanwhile, the tuna swimming model was developed through joint research with partner JAMSTEC.

#### Conventional Bluefin Tuna Farming

- Increase in feed costs, representing 60-70% of total costs, due to excess use of feed
- Shipment timing judged solely based on experience and intuition
- Limit to counting fish only a few times a year when moving enclosures due to delicate nature of tuna



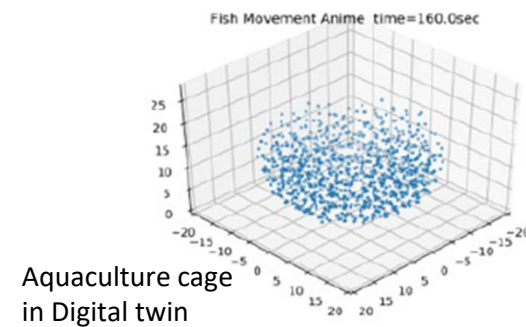
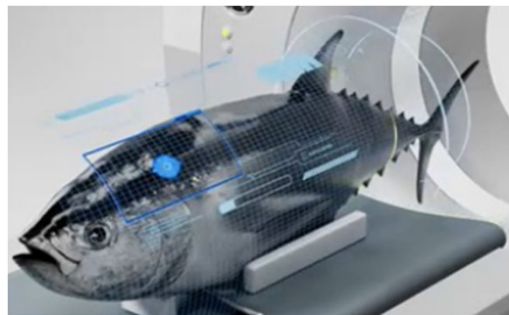
#### Digital Twin Approach

**Accurate tracking of fish numbers made possible by creating digital twin of enclosure**

- Reduction of waste through calculation of efficient feed amounts
- Ability to identify ideal shipment timing

Model case for introducing digital technologies into business as world's first instance of digital twins being used to count fish in tuna farms

Accumulation of insight and technological assets that can be applied to various Sojitz Group businesses



## Selected for first time as DX Stocks 2023

On May 31, 2023, the Ministry of Economy, Trade and Industry, Tokyo Stock Exchange, and the Independent Administrative Institution, Information-technology Promotion Agency (IPA), jointly **selected the 'DX Stocks 2023.'** This marks the first selection for the 'DX Stocks 2023,' with a total of 30 companies being chosen. The 'DX Stocks' are selected from companies listed on the Tokyo Stock Exchange, which **have established internal mechanisms to promote DX that contribute to enhancing corporate value, and have demonstrated outstanding achievements in utilizing digital technologies.**



Ceremony announcing companies selected for DX Stocks 2023 held in May 31, 2023

#### Reasons for Selection

- Digital technologies are a critical foundation for Sojitz's efforts to connect customer and social needs to value creation, and we believe that digital literacy is an essential skill for all of our employees.
- Practicing and promoting digital transformation through two pillars: business model revolution with digital technology and fostering digital talent development.
- Appointment of CDO and acceleration of new business creation and business model transformation with president as highest authority.
- Sojitz was selected as a DX Stocks 2023 in recognition of its systems to implement DX initiatives and its adoption of digital technologies into business in line with management and business strategies. (Include Tuna Farming DX)

- Data platform and business process enhancement
- Provision of digital solutions for specific businesses

Business

DX-Experts

- Cultivation of DX-Experts through programs based on defined skill levels
- Utilization of outside resources
- Co-creation with digitally proficient partners

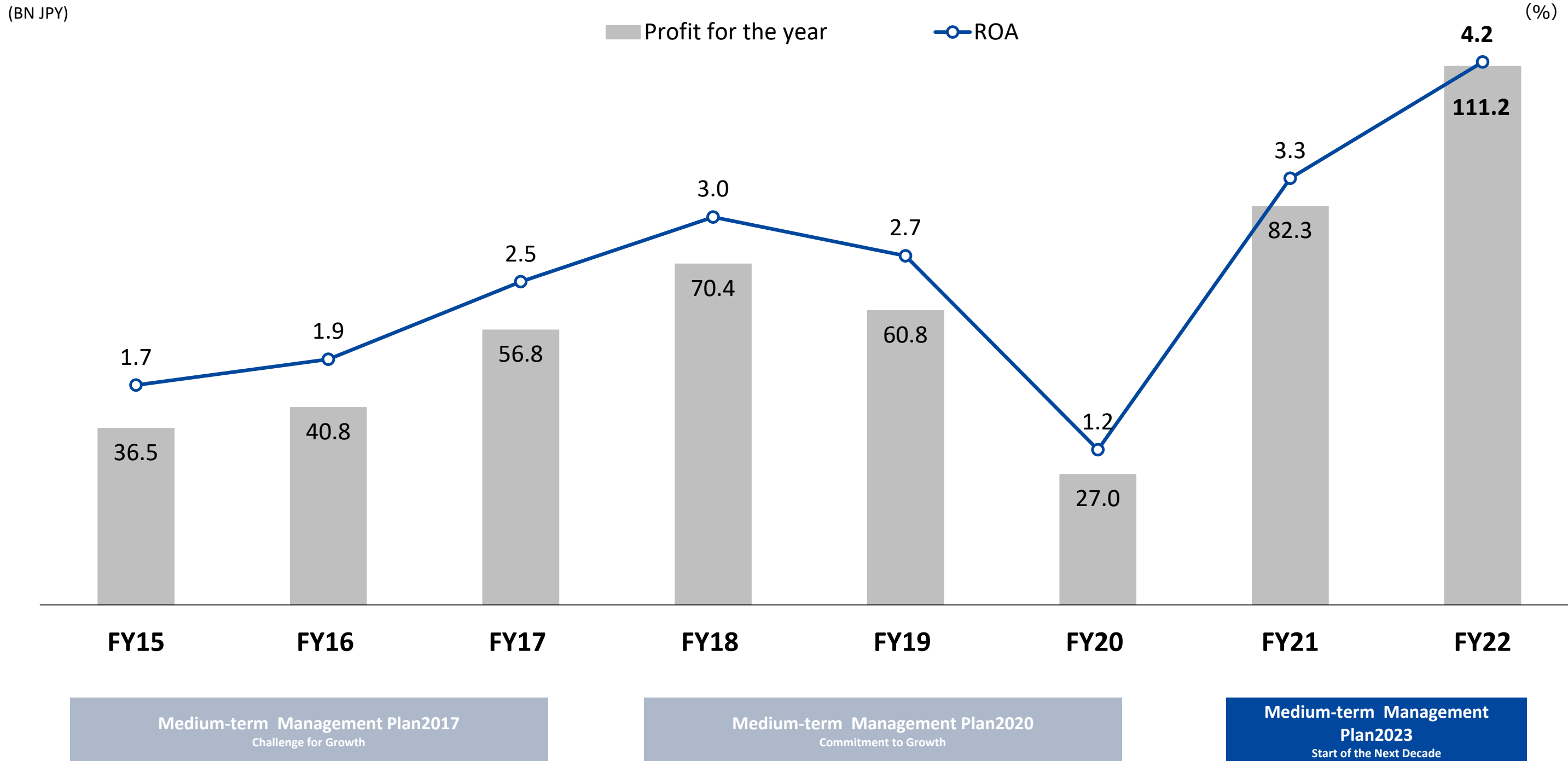
**Training of individuals well-versed on Sojitz's business characteristics and business models in digital skills to empower them to use digital technologies in their workplaces**

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## **Summary of Financial Results**

|  | FY13    | FY14    | FY15    | FY16    | FY17    | FY18    | FY19    | FY20    | FY21    | FY22           |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------------|
| (BN JPY)   |         |         |         |         |         |         |         |         |         |                |
| <b>Net sales (JGAAP)</b>   | 4,046.6 | 4,105.3 | 4,006.6 | 3,745.5 | 4,209.1 | —       | —       | —       | —       | —              |
| <b>Revenue</b>   | 1,803.1 | 1,809.7 | 1,658.1 | 1,555.3 | 1,816.5 | 1,856.2 | 1,754.8 | 1,602.5 | 2,100.8 | <b>2,479.8</b> |
| <b>Gross profit</b>  | 198.2   | 197.7   | 180.7   | 200.7   | 232.4   | 241.0   | 220.5   | 188.1   | 271.3   | <b>337.6</b>   |
| <b>Operating profit</b>  | 23.7    | 33.6    | 29.2    | 51.6    | 59.8    | —       | —       | —       | —       | —              |
| <b>Share of profit (loss) of investments accounted for using the equity method</b> | 31.0    | 28.6    | 23.2    | 12.7    | 25.1    | 27.8    | 24.9    | 14.8    | 38.0    | <b>27.3</b>    |
| <b>Profit before tax</b>   | 44.0    | 52.6    | 44.3    | 58.0    | 80.3    | 94.9    | 75.5    | 37.4    | 117.3   | <b>155.0</b>   |
| <b>Profit for the year attributable to owners of the Company</b>                   | 27.3    | 33.1    | 36.5    | 40.8    | 56.8    | 70.4    | 60.8    | 27.0    | 82.3    | <b>111.2</b>   |
| <b>Core earnings</b>   | 68.0    | 66.3    | 41.6    | 54.2    | 90.8    | 93.2    | 68.4    | 38.4    | 131.3   | <b>145.1</b>   |
| <b>ROA</b>   | 1.2%    | 1.5%    | 1.7%    | 1.9%    | 2.5%    | 3.0%    | 2.7%    | 1.2%    | 3.3%    | <b>4.2%</b>    |
| <b>ROE</b>   | 6.5%    | 6.5%    | 6.8%    | 7.6%    | 10.0%   | 11.7%   | 10.2%   | 4.5%    | 12.2%   | <b>14.2%</b>   |

# PL Summary

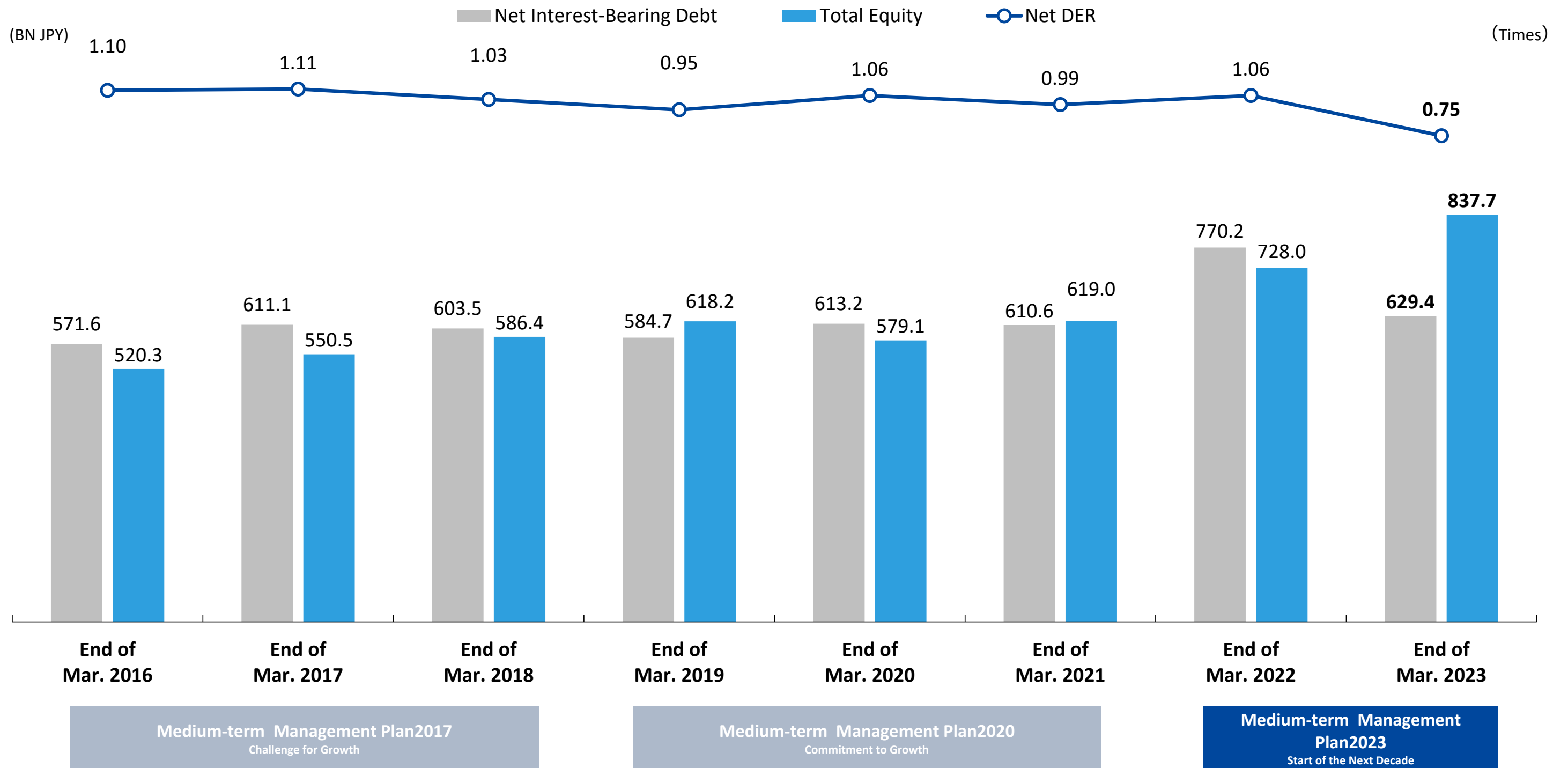


# Balance Sheets Summary

| (BN JPY)  | End of<br>Mar. 2014 | End of<br>Mar. 2015 | End of<br>Mar. 2016 | End of<br>Mar. 2017 | End of<br>Mar. 2018 | End of<br>Mar. 2019 | End of<br>Mar. 2020 | End of<br>Mar. 2021 | End of<br>Mar. 2022 | End of<br>Mar. 2023 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <b>Current assets</b>                                     | 1,321.8             | 1,323.5             | 1,146.4             | 1,229.8             | 1,376.3             | 1,267.7             | 1,217.5             | 1,195.4             | 1,394.2             | 1,444.5             |
| Cash and cash equivalents                                 | 420.7               | 403.7               | 344.4               | 308.6               | 305.2               | 285.7               | 272.7               | 287.6               | 271.7               | 247.3               |
| Time deposits   | 4.4                 | 5.5                 | 6.7                 | 5.7                 | 2.8                 | 2.9                 | 7.4                 | 10.1                | 10.8                | 7.0                 |
| Trade and other receivables                               | 524.8               | 559.3               | 496.2               | 563.5               | 549.9               | 690.7               | 638.1               | 636.2               | 791.5               | 794.9               |
| Inventories   | 302.0               | 270.3               | 237.1               | 271.3               | 396.0               | 220.6               | 213.4               | 187.9               | 232.8               | 281.0               |
| Other current assets                                      | 69.9                | 84.7                | 62.0                | 80.7                | 122.4               | 67.8                | 85.9                | 73.6                | 87.4                | 114.3               |
| <b>Non-current assets</b>                                 | 898.4               | 973.9               | 910.3               | 908.7               | 974.1               | 1,029.4             | 1,012.8             | 1,104.7             | 1,267.5             | 1,216.3             |
| Property, plant and equipment                             | 213.9               | 217.9               | 187.0               | 172.2               | 172.1               | 192.9               | 158.0               | 191.3               | 201.5               | 195.4               |
| Lease assets (Right-of-use assets)                        | -                   | -                   | -                   | -                   | -                   | -                   | 74.1                | 72.8                | 69.7                | 65.6                |
| Goodwill  | 46.3                | 50.2                | 53.1                | 57.6                | 65.8                | 66.2                | 66.5                | 67.2                | 82.5                | 85.7                |
| Intangible assets   | 61.0                | 53.9                | 38.8                | 34.1                | 44.1                | 49.1                | 43.4                | 61.5                | 85.0                | 70.8                |
| Investment property                                       | 25.3                | 19.5                | 18.4                | 21.1                | 24.5                | 20.9                | 18.6                | 11.6                | 13.3                | 8.1                 |
| Investments accounted for using the equity method         | 470.4               | 568.9               | 551.2               | 559.6               | 590.2               | 597.3               | 554.7               | 590.8               | 673.6               | 689.7               |
| Other non-current assets                                  | 81.5                | 63.5                | 61.8                | 64.1                | 77.4                | 103.0               | 97.5                | 109.5               | 141.9               | 101.0               |
| <b>Total assets</b>                                       | 2,220.2             | 2,297.4             | 2,056.7             | 2,138.5             | 2,350.4             | 2,297.1             | 2,230.3             | 2,300.1             | 2,661.7             | 2,660.8             |
| <b>Current liabilities</b>                                | 811.8               | 780.7               | 673.8               | 717.8               | 846.0               | 807.2               | 754.4               | 734.8               | 897.6               | 891.8               |
| Trade and other payables                                  | 514.6               | 490.9               | 439.3               | 483.1               | 654.2               | 582.4               | 481.7               | 476.0               | 546.0               | 579.3               |
| Lease liabilities   | -                   | -                   | -                   | -                   | -                   | -                   | 15.3                | 16.8                | 17.4                | 17.3                |
| Bonds and borrowings                                      | 227.2               | 208.4               | 168.3               | 158.7               | 113.5               | 149.7               | 186.8               | 158.6               | 231.2               | 167.8               |
| Other current liabilities                                 | 70.0                | 81.4                | 66.2                | 76.0                | 78.3                | 75.1                | 70.6                | 83.4                | 103.0               | 127.4               |
| <b>Non-current liabilities</b>                            | 915.4               | 926.1               | 833.2               | 842.7               | 879.3               | 828.4               | 854.0               | 910.8               | 1,000.2             | 892.4               |
| Lease liabilities   | -                   | -                   | -                   | -                   | -                   | -                   | 63.7                | 60.5                | 57.8                | 54.1                |
| Bonds and borrowings                                      | 838.1               | 830.4               | 754.4               | 766.7               | 798.0               | 723.6               | 706.5               | 749.7               | 821.5               | 715.9               |
| Retirement benefit liabilities                            | 16.9                | 17.9                | 18.7                | 21.4                | 22.0                | 22.1                | 22.1                | 21.9                | 23.9                | 22.7                |
| Other non-current liabilities                             | 60.4                | 77.8                | 60.1                | 54.6                | 59.3                | 82.7                | 61.7                | 78.7                | 97.0                | 99.7                |
| <b>Total liabilities</b>                                  | 1,727.2             | 1,706.8             | 1,507.0             | 1,560.5             | 1,725.3             | 1,635.6             | 1,608.4             | 1,645.6             | 1,897.8             | 1,784.2             |
| Share capital   | 160.3               | 160.3               | 160.3               | 160.3               | 160.3               | 160.3               | 160.3               | 160.3               | 160.3               | 160.3               |
| Capital surplus   | 146.5               | 146.5               | 146.5               | 146.5               | 146.5               | 146.6               | 146.8               | 146.8               | 147.0               | 147.6               |
| Treasury stock  | (0.1)               | (0.2)               | (0.2)               | (0.2)               | (0.2)               | (0.9)               | (10.9)              | (15.9)              | (31.0)              | (31.1)              |
| Other components of equity                                | 119.6               | 194.6               | 132.4               | 132.7               | 124.3               | 107.6               | 49.8                | 77.8                | 136.8               | 138.7               |
| Retained earnings   | 33.6                | 49.7                | 81.3                | 111.2               | 155.5               | 204.6               | 233.1               | 250.0               | 314.9               | 422.2               |
| <b>Total equity attributable to owners of the Company</b> | 459.9               | 550.9               | 520.3               | 550.5               | 586.4               | 618.2               | 579.1               | 619.0               | 728.0               | 837.7               |
| Non-controlling interests                                 | 33.1                | 39.7                | 29.4                | 27.5                | 38.7                | 43.3                | 42.8                | 35.5                | 35.9                | 38.9                |
| <b>Total equity</b>                                       | 493.0               | 590.6               | 549.7               | 578.0               | 625.1               | 661.5               | 621.9               | 654.5               | 763.9               | 876.6               |
| <b>Total liabilities and equity</b>                       | 2,220.2             | 2,297.4             | 2,056.7             | 2,138.5             | 2,350.4             | 2,297.1             | 2,230.3             | 2,300.1             | 2,661.7             | 2,660.8             |



# Balance Sheets Summary

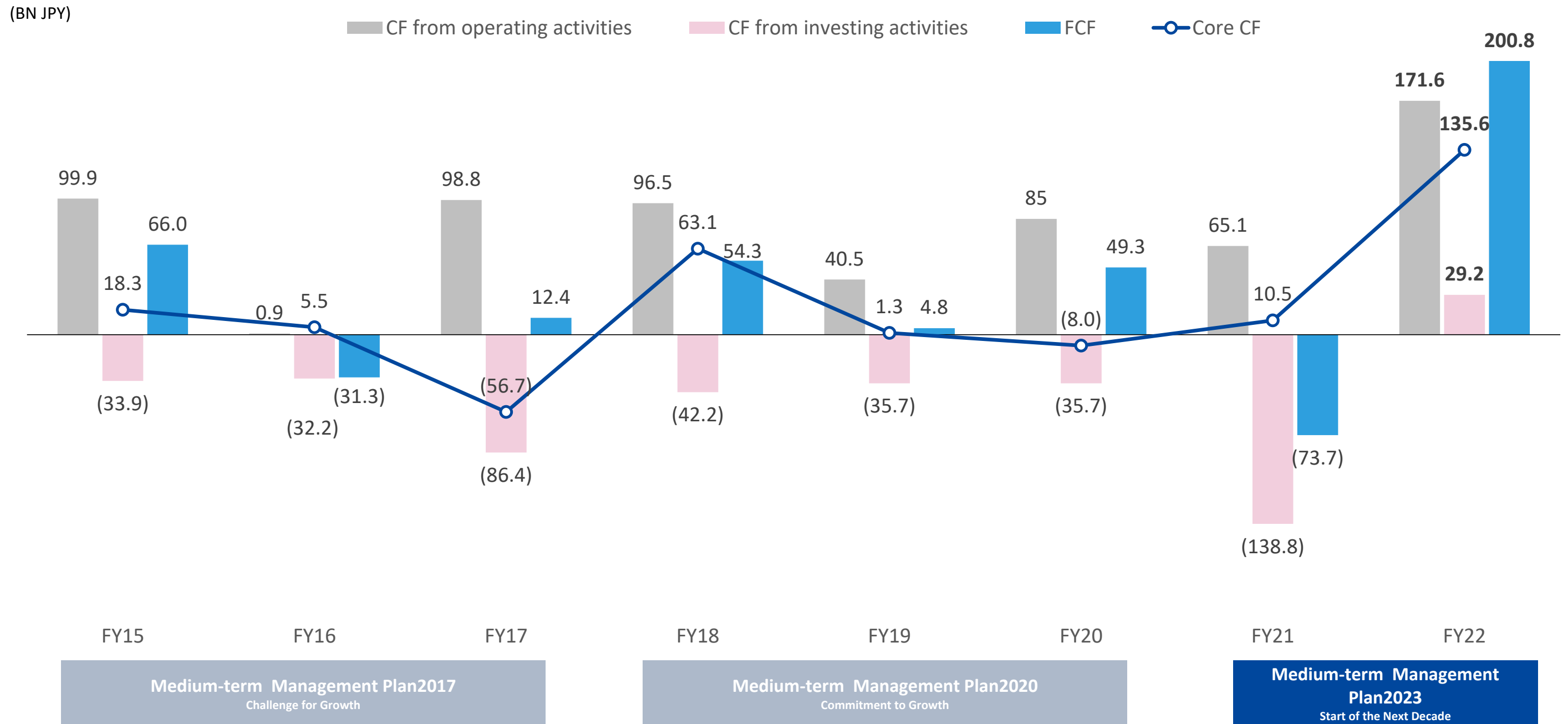


|  | End of<br>Mar. 2014 | End of<br>Mar. 2015 | End of<br>Mar. 2016 | End of<br>Mar. 2017 | End of<br>Mar. 2018 | End of<br>Mar. 2019 | End of<br>Mar. 2020 | End of<br>Mar. 2021 | End of<br>Mar. 2022 | End of<br>Mar. 2023  |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| (BN JPY)   |                     |                     |                     |                     |                     |                     |                     |                     |                     |                      |
| <b>Total assets</b>                              | 2,220.2             | 2,297.4             | 2,056.7             | 2,138.5             | 2,350.4             | 2,297.1             | 2,230.3             | 2,300.1             | 2,661.7             | <b>2,660.8</b>       |
| <b>Total equity</b>                              | 459.9               | 550.9               | 520.3               | 550.5               | 586.4               | 618.2               | 579.1               | 619.0               | 728.0               | <b>837.7</b>         |
| <b>Equity ratio</b>                              | 20.7%               | 24.0%               | 25.3%               | 25.7%               | 25.0%               | 26.9%               | 26.0%               | 26.9%               | 27.4%               | <b>31.5%</b>         |
| <b>Net interest-bearing debt</b>                 | 640.2               | 629.6               | 571.6               | 611.1               | 603.5               | 584.7               | 613.2               | 610.6               | 770.2               | <b>629.4</b>         |
| <b>Net DER<br/>(Times)</b>                       | 1.39                | 1.14                | 1.10                | 1.11                | 1.03                | 0.95                | 1.06                | 0.99                | 1.06                | <b>0.75</b>          |
| <b>Risk assets<br/>(vs. Total equity, times)</b> | 350.0<br>0.8        | 320.0<br>0.6        | 330.0<br>0.6        | 320.0<br>0.6        | 350.0<br>0.6        | 360.0<br>0.6        | 380.0<br>0.7        | 390.0<br>0.6        | 450.0<br>0.6        | <b>490.0<br/>0.6</b> |
| <b>Current ratio</b>                             | 162.8%              | 169.5%              | 170.1%              | 171.3%              | 162.7%              | 157.1%              | 161.4%              | 162.7%              | 155.3%              | <b>162.0%</b>        |
| <b>Long-term<br/>debt ratio</b>                  | 78.7%               | 79.9%               | 81.8%               | 82.9%               | 87.5%               | 82.9%               | 79.1%               | 82.5%               | 78.0%               | <b>81.0%</b>         |

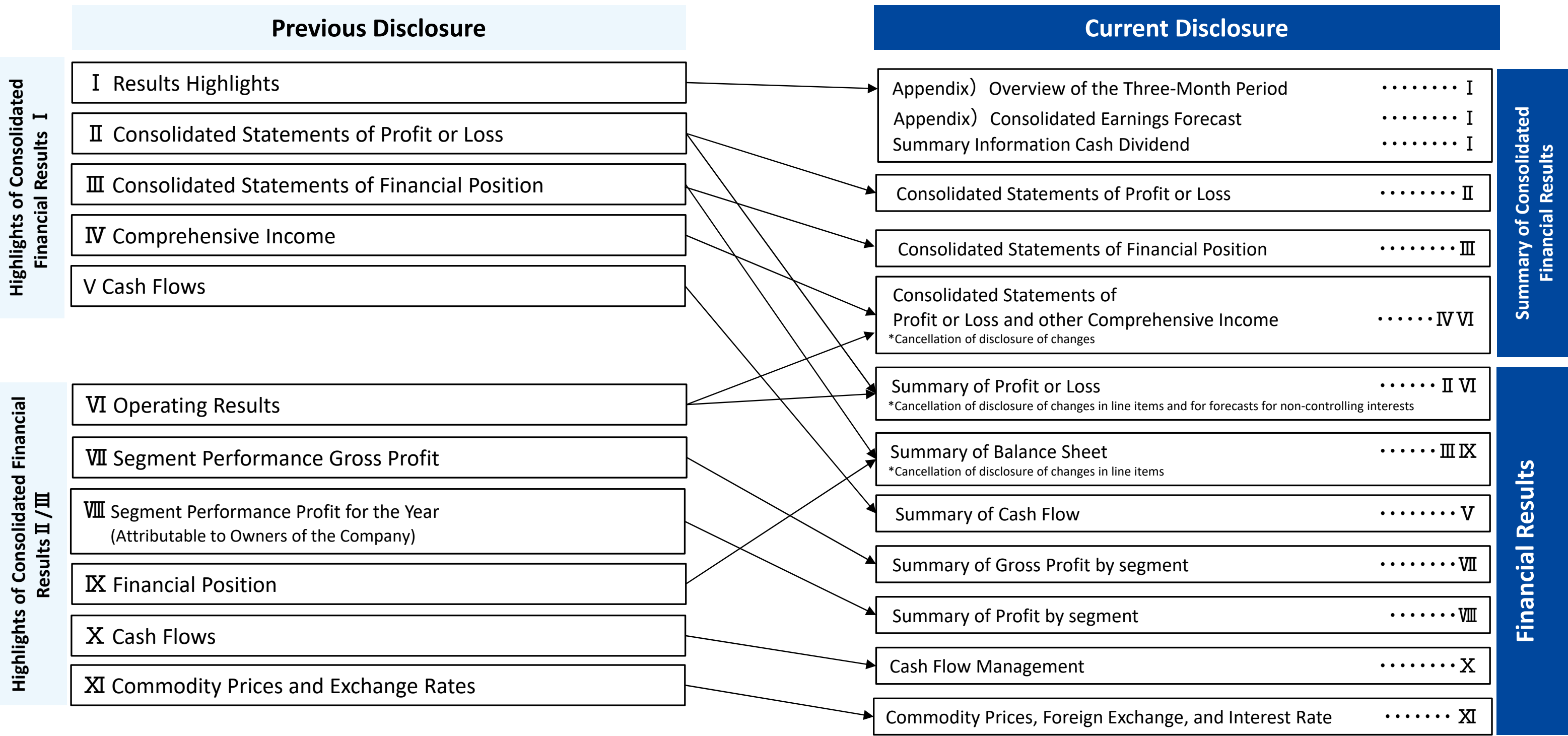
# Cash Flow Summary

|   | End of<br>Mar. 2014 | End of<br>Mar. 2015 | End of<br>Mar. 2016 | End of<br>Mar. 2017 | End of<br>Mar. 2018 | End of<br>Mar. 2019 | End of<br>Mar. 2020 | End of<br>Mar. 2021 | End of<br>Mar. 2022 | End of<br>Mar. 2023 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| (BN JPY)                                    |                     |                     |                     |                     |                     |                     |                     |                     |                     |                     |
| <b>Core CF</b>                              | —                   | —                   | 18.3                | 5.5                 | (56.7)              | 63.1                | 1.3                 | (8.0)               | 10.5                | <b>135.6</b>        |
| <b>Free CF</b>                              | 22.5                | 25.3                | 66.0                | (31.3)              | 12.4                | 54.3                | 4.8                 | 49.3                | (73.7)              | <b>200.8</b>        |
| <b>Core operating CF</b>                    | —                   | —                   | 60.0                | 59.4                | 82.9                | 79.1                | 80.2                | 60.2                | 128.7               | <b>145.2</b>        |
| <b>Cash flow from operating activities</b>  | 47.0                | 39.1                | 99.9                | 0.9                 | 98.8                | 96.5                | 40.5                | 85.0                | 65.1                | <b>171.6</b>        |
| <b>Cash flow from investment activities</b> | (24.5)              | (13.8)              | (33.9)              | (32.2)              | (86.4)              | (42.2)              | (35.7)              | (35.7)              | (138.8)             | <b>29.2</b>         |
| <b>Cash flow from financing activities</b>  | (30.9)              | (42.6)              | (114.7)             | (4.0)               | (13.1)              | (74.9)              | (12.2)              | (40.6)              | 46.9                | <b>(230.4)</b>      |
| <b>Investments</b>                          | 54.0                | 57.0                | 71.0                | 86.0                | 158.0               | 91.0                | 81.0                | 96.0                | 150.0               | <b>93.0</b>         |

# Cash Flow Summary



# Transfer of Previous Disclosure to Summary of Consolidated Financial Results and Presentation Material





*New way, New value*