



Chemicals Division



Kosuke Uemura
Executive Officer, COO
Chemicals Division
December 10, 2021



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Executive Officer, COO
Chemicals Division

- Joined Sojitz predecessor in 1993 / Born in Hyogo prefecture
- Bachelor of Science in Agriculture, The University of Tokyo, 1993
Master of Business Administration, Southern Methodist University, 2001
- Biographical outlines
 - Energy and Chemical Plant Division 1 (1993-1999)
 - Energy and Chemical Project Division (2001-2002)
 - Energy Project Dept. / Energy Development Dept. (2002-2012)
 - Stationed in Houston (2002-2010)
 - LNG Department (2012-2013)
 - Energy & Metals Division
 - Stationed in New York (2013-2015)
 - Stationed in Houston (2015-2018)
 - General Manager, Chemicals Division, Project Development Office (2018-2020)
 - Vice COO, Chemicals Division (2020-2021)
 - COO, Chemicals Division (2021- present)

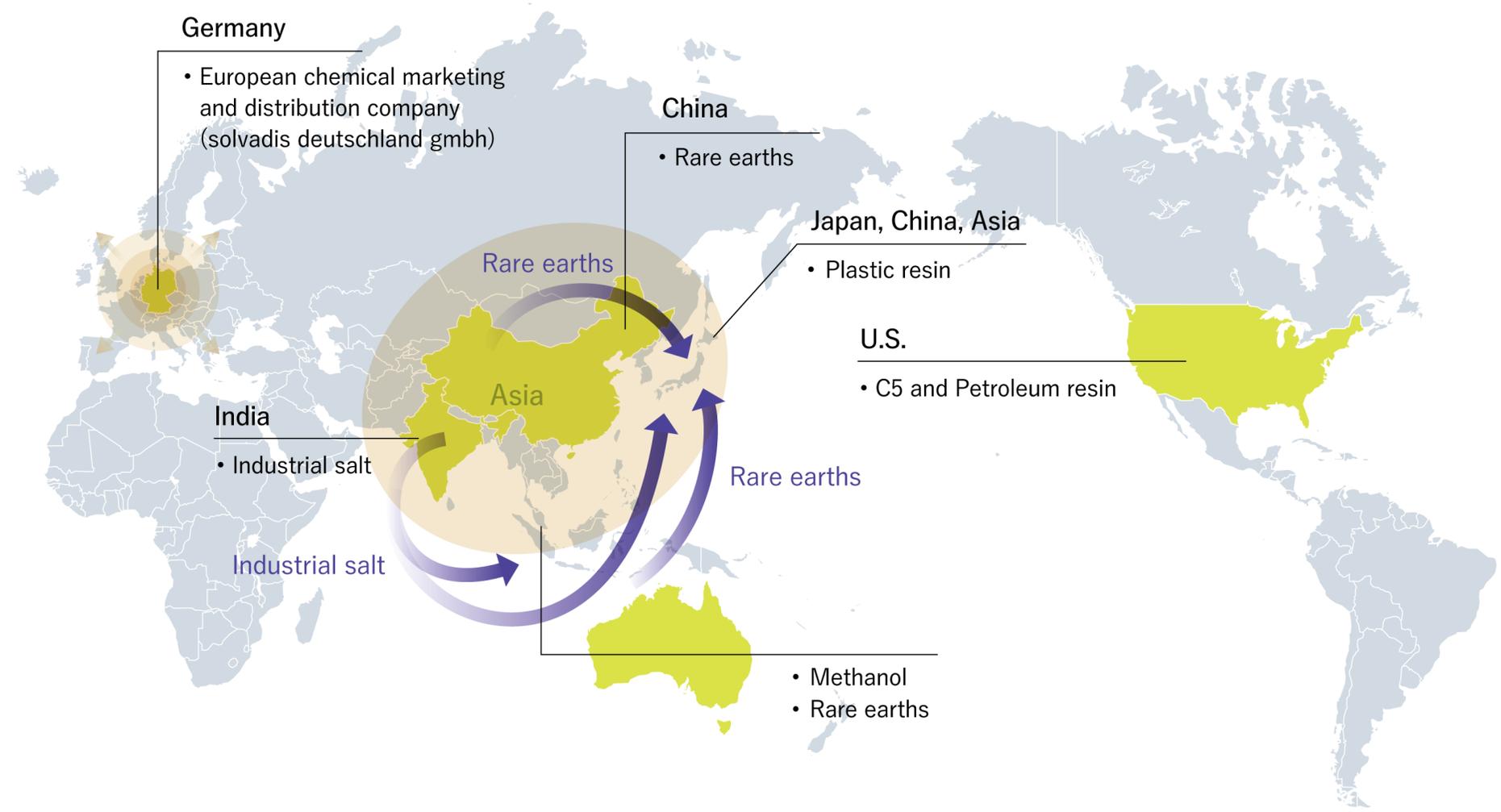
Overview of Division

Strengths

Customer base of over 5,000 companies

Ability to make proposals in response to the changing business environment

Wide variety of products and materials

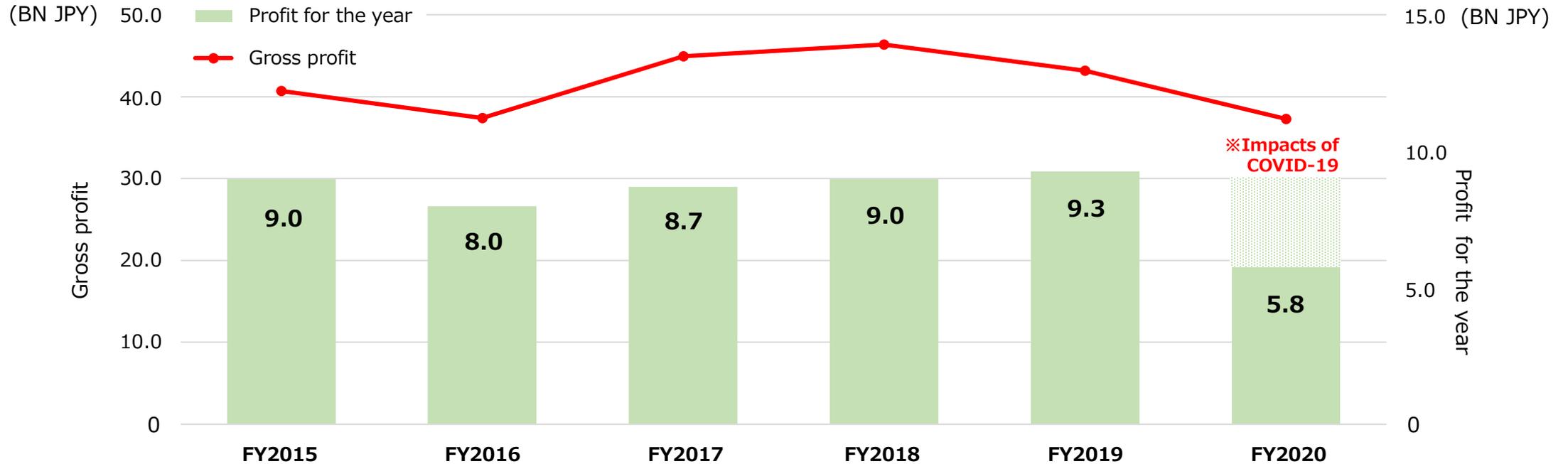


Overview of Division

■ Basic information (As of April 1, 2021)

Number of non-consolidated employees	263	(Consolidated employees: 1,656)
Number of consolidated subsidiaries	34	(Domestic: 7 , Overseas: 27)
Number of equity method associates	13	(Domestic: 1 , Overseas: 12)

■ Summary of Profit



Total Asset	¥261.7bn	¥293.1bn	¥304.9bn	¥298.6bn	¥269.0bn	¥272.3bn
ROA	3.3%	2.9%	2.9%	3.0%	3.3%	2.1%

Expansion of existing business areas to generate stable earnings

✓ Selection of four areas within earnings pillars where Sojitz can exercise strength and expansion of operations therein

Methanol



Plastic resins



Rare earths



Functional materials



Strength of existing businesses

Manufacturing operations in Southeast Asia

Global trade

Highest transaction volume

Manufacturing operations in U.S.

Business area expansion strategies

Establishment of new, decarbonized production bases

Expansion of recycled and bio resin materials
Integration of Pla Matels

Support for Japanese industry through stable supply

Development of lightweight material value chain

Entry into strategic areas based on social needs related to lifestyle changes and contributions to an eco-friendly society



Environmental Field

Biochemicals business



- Acquisition of fermentation and bio synthesis process technologies
- Production of biochemicals using gene recombination bacteria and enzymes

Recycling business

- Development of recycling schemes based on strong customer base
- Creation of scalable chemical recycling business



Entry into strategic areas based on social needs related to lifestyle changes and contributions to an eco-friendly society



Life Science Field

Foods with functional claims and materials business



- Expansion into downstream areas using connections with material manufacturers
- Participation in business supplying supplements for preventing lifestyle diseases and dementia
- Development of sales channels targeting consumers

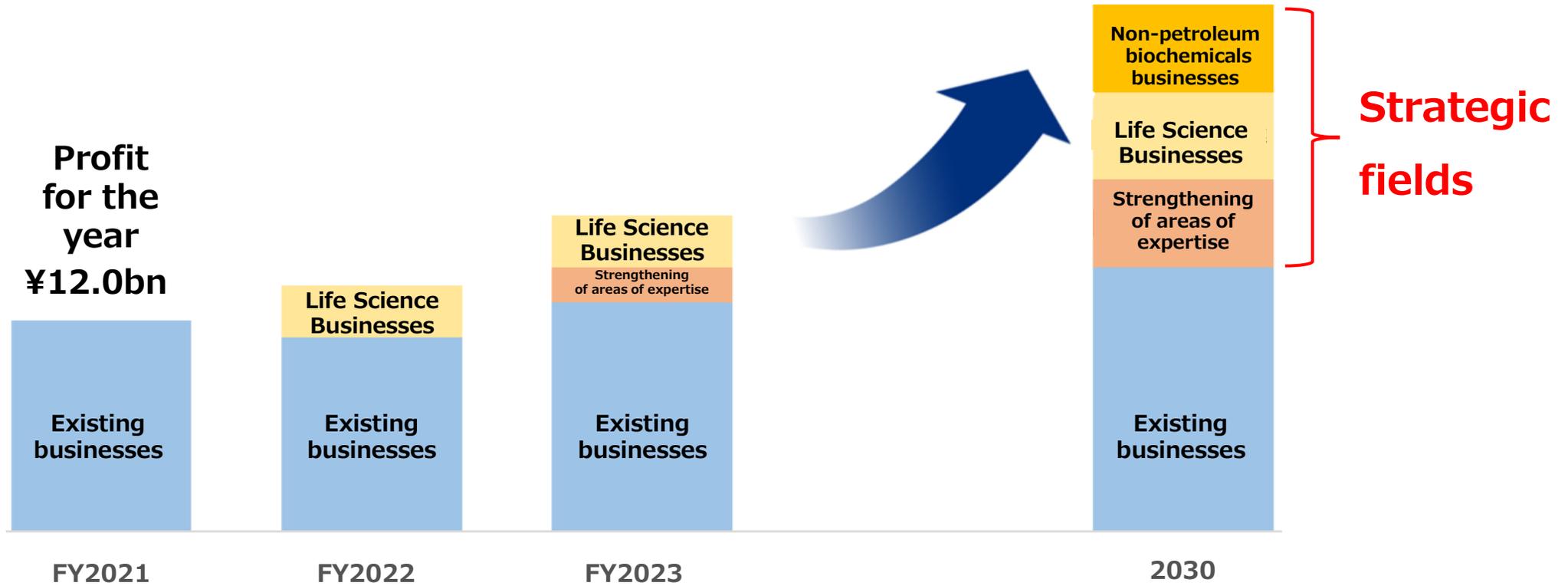
Medicine and peripheral medical business

- Involvement in health examination and diagnosis businesses
- Enhancement of healthcare management via digital transformation



Growth Strategies - Earning plan

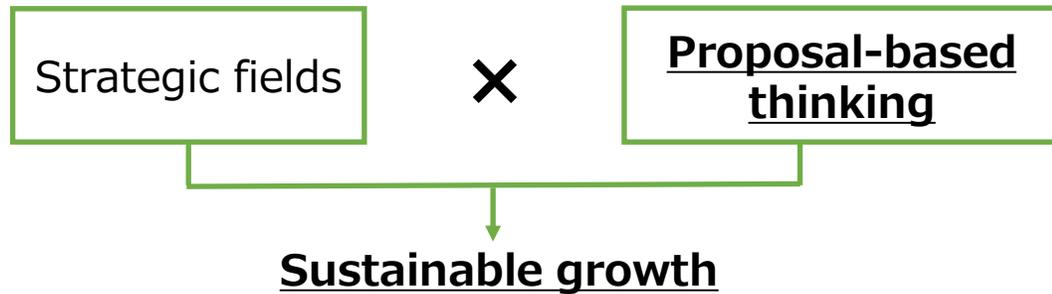
- Development of strong earnings foundations in existing businesses
 - **Reinforcement and broadening of operations in areas of strength**
- Exploration of areas highly compatible with Chemicals Division
 - **Expand into life Science field**
- Contribution to realization of decarbonized society through combination of recycling businesses with non-petroleum biochemicals and resin production businesses



Growth Strategies - Human Resource Plan

- Human resource development plan
 - **Development of human resource capable of proposal-based thinking**
- Optimization of human resource allocation ➢ **Shifting of staff to strategic fields**
- Redefinition of career paths ➢ **Promotion of diversity and development of organization capable of responding to diverse social needs**

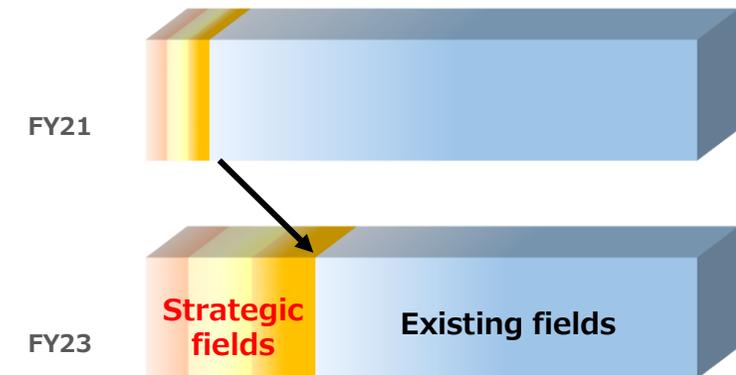
✓ Ongoing growth driven by shift to **proposal-based thinking**



✓ Reforms starting at organization level



※Image of optimization of Human Resource Allocation





Caution regarding Forward-looking Statements

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 COVID-19 pandemic ends, 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.