Presentation Materials for Financial Results for the Third Quarter Ended December 31, 2025

February 3, 2026

Sojitz Corporation

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Financial Results for the Third Quarter and Full Year Forecast of Fiscal Year Ending March 31, 2026

Speaker: Makoto Shibuya, CFO

This is Shibuya, CFO.

I will now provide an explanation based on the “Financial Results for the Third Quarter Ended December 31,2025 and Full-Year Forecast of Fiscal Year Ending March 31,2026”.

FY25 Q1-3 Summary

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- Profit for the period of JPY80.4bn in FY2025 Q3, representing profit **progress of 70%** toward full-year forecast, in line with expectations
- **With market cap exceeding JPY1.0 trillion,** progress continues toward the **JPY 2.0 trillion target** in the **Next Stage**

(BN JPY)	FY24 Q1-3	FY25 Q1-3	Difference	FY25 Forecast
Profit for the period/year *1	76.1	**80.4** vs. Forecast 70%	+4.3	**115.0**
Core operating cash flow *2	97.3	**93.6** vs. Revised forecast 67%	(3.7)	**140.0** *4
Core cash flow *3	(20.3)	**(41.2)**	(20.9)	**(70.0)** *4
Market cap	729.5 Stock price ¥3,242 as of Dec. 30, 2024	**1,022.1** Stock price ¥4,867 as of Dec. 30, 2025	+292.6	**-**
ROE (%)				**11.3** *5
ROA (%)				**3.5** *5
Dividends per share (JPY)				**165** Interim JPY82.5/ Year-end JPY82.5

*1 "**Profit for the period / year attributable to owners of the Company**" is described as "**Profit for the period / year**."
*2 "**Core operating cash flow**" = Cash flow after deducting changes in working capital and others from operating cash flows calculated for accounting purposes
*3 "**Core cash flow**" = Core operating cash flow + Post-adjustment, net cash provided by (used in) investing activities – Dividends paid – Purchase of treasury stock
(Post-adjustment, net cash provided by (used in) investing activities are net cash provided by (used in) investing activities after adjustment for changes in long-term operating assets, etc.)
*4 Revised forecast announced on October 30, 2025
*5 Revised forecast announced on February 3, 2026

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On slide 4, we present the summary of Q3 results.

Consolidated net profit was JPY 80.4 billion, representing an increase of JPY 4.3 billion YoY. This corresponds to a progress rate of 70% toward the full-year forecast of JPY 115.0 billion announced at the beginning of the fiscal year.

Core operating cash flow totaled JPY 93.6 billion, achieving a progress rate of 67% against the full-year forecast.

Since around November, our share price has been gradually rising, and our market capitalization has now exceeded JPY 1 trillion.
We will continue to steadily advance toward our Next Stage target of JPY 2 trillion in market capitalization.

Overall performance in Q3 followed a similar trend to that seen through H1.

Segments that have been strengthening, including the Energy Solutions & Healthcare Division, the Chemicals Division, and the Aerospace, Transportation & Infrastructure Division, continued to deliver solid profit contributions, including some asset replacements.

Meanwhile, the Automotive Division and the Metals, Mineral Resources & Recycling Division, where business restructuring is underway, have yet to show a clear recovery in earnings.

Looking ahead to the full-year outlook, we expect a broadly similar trend.

With only two months remaining in FY2025, the final year of Medium-term Management Plan 2026, we will further accelerate both initiatives toward our Next Stage and efforts to reform underperforming businesses.

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Summary of Profit or Loss

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(BN JPY)	FY24 Q1-3	FY25 Q1-3	H1	Q3	Difference	Main Factors	FY25 Forecast (Oct. 30, 2025)	Achieved vs. Forecast
Revenue	1,881.3	**1,985.8**	1,240.3	745.5	+104.5	Energy Solutions & Healthcare +122.0, Aerospace, Transportation & Infrastructure +10.9, Metals, Mineral Resources & Recycling (27.8), Consumer Industry & Agriculture Business (10.1)	—	—
Gross profit	260.6	**270.6**	171.6	99.0	+10.0	Energy Solutions & Healthcare +16.8, Chemicals +6.8, Metals, Mineral Resources & Recycling (17.0), Consumer Industry & Agriculture Business (1.4)	**380.0**	71%
SG&A expenses *1	(198.7)	**(224.6)**	(144.2)	(80.4)	(25.9)	Increased due to acquisition of new consolidated subsidiaries	**(290.0)**	—
Other income/expenses	7.3	**17.5**	7.6	9.9	+10.2	FY25 : Gains on the sale of the gas retail business and the partial sale of the railcar leasing business, etc FY24 : Gains on changes in equity following public offering by affiliate, and gain on the sale of overseas industrial park, etc.	**10.0**	—
Financial income/costs	(1.4)	**(1.7)**	(2.1)	0.4	(0.3)		**(10.0)**	—
Share of profit (loss) of investments accounted for using the equity method	30.5	**31.2**	20.9	10.3	+0.7		**50.0**	—
Profit before tax	98.3	**92.9**	53.8	39.1	(5.4)		**140.0**	66%
Profit for the period/year	76.1	**80.4**	45.3	35.1	+4.3		**115.0**	70%
Core earnings *2	90.3	**74.6**	46.6	28.0	(15.7)		**130.0**	57%
Major One-time Gain/Loss	5.8	**17.1**	4.4	12.7	+11.3			
Non-Resource	5.7	16.2	4.6	11.6	+10.5	FY25 : Gains on the sale of the gas retail business, etc.		
Resource	0.1	0.9	(0.2)	1.1	+0.8			

*1 The amount for doubtful accounts provision and write-offs included in SG&A: YoY change JPY(0.3) bn ((0.1) to (0.4))
*2 "**Core earnings**" = Gross profit + Selling, general and administrative expenses (before provision of allowance for doubtful accounts and write-offs) + Net interest expenses + Dividends received + Share of profit (loss) of investments accounted for using the equity method.

Slide 5 shows the PL summary.

Gross profit increased by JPY 10.0 billion YoY to JPY 270.6 billion.
While newly consolidated subsidiaries made a significant contribution,
this was partially offset by lower earnings from coal-related interests in Australia.

A breakdown by segment is provided on slide 9.

Selling, general and administrative expenses increased by JPY 25.9 billion YoY,
with approximately 90% attributable to newly consolidated subsidiaries.

Other income and expenses, which include one-time gains and losses, include gains recognized in Q3 from the sale of a gas retail business in Africa.

Share of profit (loss) of investments accounted for using the equity was
JPY 31.2 billion, remaining broadly in line with the previous year.

As a result, consolidated net profit was JPY 80.4 billion.

Summary of Balance Sheet

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(BN JPY)	Mar. 31, 2025	Dec. 31, 2025	Difference
Assets(current/non-current)	**3,087.3**	**3,431.5**	+344.2
Cash and cash equivalents	192.3	**206.3**	+14.0
Trade and other receivables (current)	899.8	**980.1**	+80.3
Inventories	275.9	**355.5**	+79.6
Goodwill	151.3	**179.5**	+28.2
Tangible fixed assets/Intangible assets/Investment property	381.8	**420.5**	+38.7
Investments accounted for using the equity method and other investments	776.8	**833.3**	+56.5
Other current/non-current assets	409.4	**456.3**	+46.9
Liabilities(current/non-current)	**2,079.7**	**2,327.1**	+247.4
Trade and other payables (current)	596.5	**723.6**	+127.1
Bonds and borrowings	1,086.4	**1,172.7**	+86.3
Other current/non-current liabilities	396.8	**430.8**	+34.0
Total equity	**1,007.6**	**1,104.4**	+96.8
Total equity attributable to owners of the Company	969.0	**1,057.0**	+88.0

Main Factors

Trade and other receivables (current)
- Increased due to acquisition of new consolidated subsidiaries and growth in the marine products business
- Increased due to receivables arising from asset replacement

Inventories
- Increased due to acquisition of new consolidated subsidiaries as well as growth in the fertilizer businesses and marine products business

Tangible fixed assets/Intangible assets/Investment property
- Increased due to acquisition of new consolidated subsidiaries

Investments accounted for using the equity method and other investments
- Increased due to share of profit (loss) of investments accounted for using the equity method, as well as new investments

Trade and other payables (current)
- Increased due to acquisition of new consolidated subsidiaries

Bonds and borrowings
- Increased due to new borrowings

Total Equity attributable to owners of the Company
- Profit for the period +80.4
- Foreign exchange rates +36.8
- Dividends paid (33.2)
- Stock repurchase (10.0)

Slide 6 shows the BS summary.

Total assets increased by JPY 344.2 billion from the end of the previous fiscal year to JPY 3,431.5 billion.
Approximately half of this increase was attributable to newly consolidated subsidiaries, while around 25% resulted from foreign exchange translation effects at overseas affiliates.

Total liabilities increased by JPY 247.4 billion to JPY 2,327.1 billion, reflecting new financing, consolidation effects, and foreign exchange translation.

Total equity attributable to owners of the Company increased by JPY 88.0 billion to JPY 1,057.0 billion.
Despite factors that reduced equity, such as dividend payments and stock repurchase, equity exceeded JPY 1 trillion due to the accumulation of profits.

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Financial Summary

(BN JPY)	Mar. 31, 2025	Dec. 31, 2025	Difference	FY25 Initial Forecast	FY25 Revised Forecast (Feb. 3, 2026)
Total assets	3,087.3	**3,431.5**	+344.2	**3,300.0**	**3,500.0**
Total equity *1	969.0	**1,057.0**	+88.0	**1,020.0**	**1,070.0**
Shareholder equity *2	778.8	**810.0**	+31.2	-	-
Equity Ratio *1	31.4%	**30.8%**	(0.6)ppt	**30.9%**	**30.6%**
Gross interest-bearing debt	1,086.4	**1,172.7**	+86.3	-	-
Net interest-bearing debt	887.2	**953.6**	+66.4	**1,050.0**	**1,050.0**
Net DER(Times) *1	0.92	**0.90**	(0.02)	**Approx. 1.0**	**Approx. 1.0**
ROE	11.7%	**-**	-	**11.6%**	**11.3%**
ROA	3.7%	**-**	-	**3.6%**	**3.5%**
Current ratio	159.8%	**162.3%**	+2.5ppt		
Long-term debt ratio	81.6%	**83.7%**	+2.1ppt		

*1 "**Total equity**" refers to "**Total equity attributable to owners of the Company**" and is used as the numerator when calculating "**Equity ratio**" and the denominator when calculating "**Net DER(Times)**."
*2 "**Shareholder equity**" is after deducting other components of equity from total equity.

Slide 7 presents key financial indicators and the forecast for FY2025 end of March 2026.

Based on recent progress, some figures have been revised.

Summary of Cash Flow

(BN JPY)	FY24 Q1-3	FY25 Q1-3	Difference
CF from operating activities	12.2	**75.0**	+62.8
CF from investing activities	(72.9)	**(76.6)**	(3.7)
FCF	(60.7)	**(1.6)**	+59.1
CF from financing activities	51.3	**6.8**	(44.5)
Core operating CF*1	97.3	**93.6**	(3.7)
Core CF*2	(20.3)	**(41.2)**	(20.9)

Main Factors

CF from operating activities
- Inflows from operating activities and dividend
  -Dividend received from equity-method associates-
  FY24 Q1-Q3 ：JPY22.4bn　FY25 Q1-Q3 ：JPY24.4bn

CF from investing activities
- Inflows from the partial sale of the railcar leasing business in North America
- Outflows for investment of new businesses
  - Public infrastructure developer in Australia
  - Manufacturing, sales and R&D businesses of SBR latexes and ABS resins
  - Automobile sales business in Panama
  - Primary healthcare business in Singapore
  - Electricity retail business in Australia

CF from financing activities
- Inflows from borrowings

*1 "**Core operating cash flow**" = Cash flow after deducting changes in working capital and others from operating cash flows calculated for accounting purposes
*2 "**Core cash flow**" = Core operating cash flow + Post-adjustment, net cash provided by (used in) investing activities – Dividends paid – Purchase of treasury stock
(Post-adjustment, net cash provided by (used in) investing activities are net cash provided by (used in) investing activities after adjustment for changes in long-term operating assets, etc.)

Slide 8 shows the cash flow summary.

Cash flow from operating activities recorded an inflow of JPY 75.0 billion, as increases in working capital were offset by strong underlying operating cash flow generation.

Cash flow from investing activities resulted in an outflow of JPY 76.6 billion, mainly due to new investments.
As a result, free cash flow recorded a net outflow of JPY 1.6 billion.

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Summary of Gross Profit by Segment

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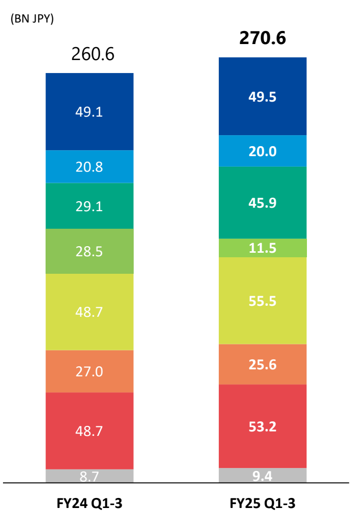

(BN JPY)

	FY24 Q1-3	FY25 Q1-3	Difference	FY25 Forecast (Oct. 30, 2025)	vs. Forecast
Automotive	49.1	49.5	+0.4	65.0	76%
Aerospace, Transportation & Infrastructure	20.8	20.0	(0.8)	30.0	67%
Energy Solutions & Healthcare	29.1	45.9	+16.8	75.0	61%
Metals, Mineral Resources & Recycling	28.5	11.5	(17.0)	12.0	96%
Chemicals	48.7	55.5	+6.8	75.0	74%
Consumer Industry & Agriculture Business	27.0	25.6	(1.4)	38.0	67%
Retail & Consumer Service	48.7	53.2	+4.5	70.0	76%
Others	8.7	9.4	+0.7	15.0	63%
Total	260.6	270.6	+10.0	380.0	71%

* Effective April 1, 2025, Sojitz Group reorganized several segments and changed its reporting figures for FY2024.

Slides 9 through 11 present the breakdown by segment for PL-related results and forecasts.

The full-year forecast for gross profit remains unchanged from JPY 380.0 billion revised in H1.

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Summary of Profit by Segment

(BN JPY)

	FY24 Q1-3	FY25 Q1-3	Difference	Main Factors
Automotive	1.2	**1.4**	+0.2	Despite weak performance in the domestic dealer businesses and a delayed recovery in the Australian used car business, profit increased slightly supported by strong progress in the automobile sales businesses in Latin America
Aerospace, Transportation & Infrastructure	9.1	**12.4**	+3.3	Profit increased due to growth in defense- and aircraft-related transactions, as well as gains from the partial sale of the railcar leasing business
Energy Solutions & Healthcare	8.8	**21.0**	+12.2	Profit increased due to new consolidation and transaction growth in the energy-saving service businesses, and contributions from solar power generation-related business and an LNG operating company, as well as gains from the sale of the gas retail business in Nigeria
Metals, Mineral Resources & Recycling	20.3	**12.4**	(7.9)	Profit decreased due to a decline in market prices and sluggish production efficiency in the coal business
Chemicals	16.1	**16.0**	(0.1)	Despite the impact of sluggish methanol prices, profit relatively unchanged year on year due to earnings contributions from new investment project
Consumer Industry & Agriculture Business	6.2	**4.7**	(1.5)	Profit decreased due to a decrease in transaction volume in overseas fertilizer businesses
Retail & Consumer Service	9.7	**8.9**	(0.8)	Although the marine products businesses and domestic retail business performed steadily, profit decreased due to a rebound from one-time gains recorded in the same period of the previous fiscal year
Others	4.7	**3.6**	(1.1)	Profit decreased due to a rebound from one-time gains recorded in the same period of the previous fiscal year
Total	76.1	**80.4**	+4.3	

* Effective April 1, 2025, Sojitz Group reorganized several segments and changed its reporting figures for FY2024.

Slide 10 shows YoY comparison based on profit for the period,
while slide 11 presents the current view of each segment's progress toward the full-year forecast.

First, I will explain the YoY comparison on slide 10 for each segment.

In the Automotive Division, automobile sales business in Latin America, including dealership business in Brazil, progressed steadily; however, due to weak performance at domestic dealers and a delayed recovery in the used car sales business in Australia, the increase in profit remained modest.

In the Aerospace, Transportation & Infrastructure Division, profits increased due to steady performance in defense- and aircraft-related transactions, as well as gains from the partial sale of the North American railcar leasing business in H1.

In the Energy Solutions & Healthcare Division, profit increased significantly, driven by higher transaction volumes in energy-saving service and energy solutions businesses in North America and Australia, profit growth from newly consolidated subsidiaries, and gains from asset sales, including solar power generation–related businesses and a gas retail business in Africa.

In the Metals, Mineral Resources & Recycling Division, profit decreased significantly, as weak coal market conditions compared with the previous year could not be offset by production volume or production efficiency.

In the Chemicals Division, despite the impact of lower methanol prices and a reactionary decline following special dividends received from investees in the previous year,
profit remained largely flat, supported by contributions from various trading activities and the commencement of profit contributions from newly consolidated Nippon A&L Inc.(NIPPON A&L)

In the Consumer Industry & Agriculture Business Division, profit decreased due to lower sales volumes in overseas fertilizer businesses.

In the Retail & Consumer Service Division, domestic retail and marine products businesses continued to perform steadily; however, profit declined slightly due to temporary cost increases in the wholesale business in Vietnam, as well as a rebound from one-time gains recorded in the same period last year.

In the Others segment, profit declined due to the absence of the one-time gain recognized in the same period last year from changes in equity holdings following Sakura Internet Inc.'s public offering.

FY25 Forecast Profit for the Year by Segment

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(BN JPY)	FY25 Q1-3	FY25 Forecast (Oct. 30, 2025)	vs. Forecast	Outlook
Automotive	1.4	**3.0**	**47%**	Earnings contributions are expected mainly from the automobile sales businesses in Latin America
Aerospace, Transportation & Infrastructure	12.4	**17.0**	**73%**	Performance generally as forecast
Energy Solutions & Healthcare	21.0	**30.0**	**70%**	In line with the forecast, supported mainly by steady earnings contributions from energy-saving service businesses and an LNG operating company
Metals, Mineral Resources & Recycling	12.4	**15.0**	**83%**	Performance generally as forecast
Chemicals	16.0	**20.0**	**80%**	Progress in overseas trading businesses and the newly consolidated battery materials manufacturing business has exceeded the plan
Consumer Industry & Agriculture Business	4.7	**8.0**	**59%**	Earnings contributions are expected mainly from overseas fertilizer businesses
Retail & Consumer Service	8.9	**13.0**	**68%**	Earnings contributions are expected from the marine products businesses and domestic retail businesses, as well as partial asset replacement
Others	3.6	**9.0**	**40%**	Earnings contributions are expected from a digital-related company, as well as company-wide tax gains and losses and asset replacements
Total	80.4	**115.0**	**70%**	

Next, I will explain the full-year forecast and the current view of each segment's progress based on slide 11.

In the Automotive Division, we expect profit contributions from automobile sales business in Latin America, including dealership business in Brazil, as well as distributor and dealership business in Panama.
Meanwhile, although profitability in the used car sales business in Australia is improving, recovery remains gradual.
As a result, we believe that the full-year forecast of JPY 3.0 billion may fall slightly short.

The Aerospace, Transportation & Infrastructure Division is progressing steadily, and we expect to steadily accumulate profits toward the end of the fiscal year.

In the Energy Solutions & Healthcare Division, we expect to continue accumulating profits, mainly from energy-saving service and energy solutions businesses and LNG-related businesses.
We also expect profit contributions from an infrastructure development company in Australia.

In the Metals, Mineral Resources & Recycling Division, we expect the challenging business environment to persist, particularly in the coal business.

The Chemicals Division is expected to continue progressing steadily, in line with performance through Q3. Newly consolidated Nippon A&L Inc.is also performing well, particularly in battery materials.

In the Consumer Industry & Agriculture Business Division, the outlook for achieving the full-year forecast remains somewhat challenging.

In the Retail & Consumer Service Division, we expect to accumulate profits mainly from steadily performing domestic retail and marine products businesses, while also factoring in some asset replacements.

The Others segment is as described.

Cash Flow Management

- Approximately **70%** of core operating cash flow will be allocated to **growth investments** aimed at strengthening our growth platform, including investments in human capital, while approximately **30%** will be allocated to **shareholder returns**
- New investments are progressing as planned, with a continued focus on selectivity, **quality, and execution speed**

	(BN JPY)	MTP2020 - 2023 6-Year Aggregate Results (FY18 - FY23)	MTP2026 3-Year Aggregate Forecast (FY24 - FY26)	FY24	FY25 Q1-3	FY25 Forecast (Oct. 30, 2025)	vs. Forecast
Cash inflow	Core operating CF*1	602.0	450.0	135.0	93.5	140.0	67%
	Asset Replacement (Investment recovery)	451.0	180.0	22.5	43.5	60.0	73%
Cash outflow	New Investments	(709.5)	(600.0)	(103.0)	(112.0)	(200.0)	56%
	Capex and others		(40.0)	(31.0)	(23.0)	(25.0)	92%
	Shareholder Returns*2	(204.0)	(130.0)	(55.5)	(43.0)	(45.0)	96%
	Core CF*3	139.5	(140.0)	(32.0)	(41.0)	(70.0)	—

*1 "**Core operating cash flow**" = Cash flow after deducting changes in working capital and others from operating cash flows calculated for accounting purposes
*2 Include acquisition of treasury stock
*3 "**Core cash flow**" = Core operating cash flow + Post-adjustment, net cash provided by (used in) investing activities – Dividends paid – Purchase of treasury stock
(Post-adjustment, net cash provided by (used in) investing activities are net cash provided by (used in) investing activities after adjustment for changes in long-term operating assets, etc.)

Slides 12 outlines the status of cash flow management, so please refer to that slide.

Investments and Asset Replacement

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Total Investments	JPY112.0bn		FY25 Investment Plan	Approx. JPY200.0bn
Major Cases	Essential infrastructure	JPY66.0bn	● Public infrastructure developer in Australia ● Primary healthcare business in Singapore ● Electricity retail business in Australia ● Business jet services business	etc.
	Food value chain	JPY3.0bn		
	Energy and materials solutions	JPY19.0bn	● Manufacturing of battery materials business	etc.
	Others	JPY24.0bn	● Automotive sales business in Panama ● Automotive sales business in Brazil ● Domestic shopping mall ● Innovation investment ● Others	etc.

Total Asset Replacement	JPY43.5bn	FY25 Investment Plan	Approx. JPY60.0bn
Major Cases	● Railcar leasing business ● Sale of cross-shareholdings etc.		
Aggregate Investment Amount under MTP2026	JPY215.0bn	MTP2026 Investment Plan	Approx. JPY600.0bn

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

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Slide 13 shows the progress of investments and asset replacements.

Centered on essential infrastructure, new investments through Q3 amounted to JPY 112.0 billion on a cash-out basis, and we expect total investments of JPY 200.0 billion for the full year.

By the end of the fiscal year, we plan to execute approximately JPY 300.0 billion, or about half of the JPY 600.0 billion in new investments set out under Medium-term Management Plan 2026.

Slides 14 through 18 present materials on Sojitz Growth Story.

Slides 14 through 16 summarize points that we have already explained, so I will omit a detailed explanation today, but please refer to those slides.

The Sojitz Growth Story - Expansion of New Investments

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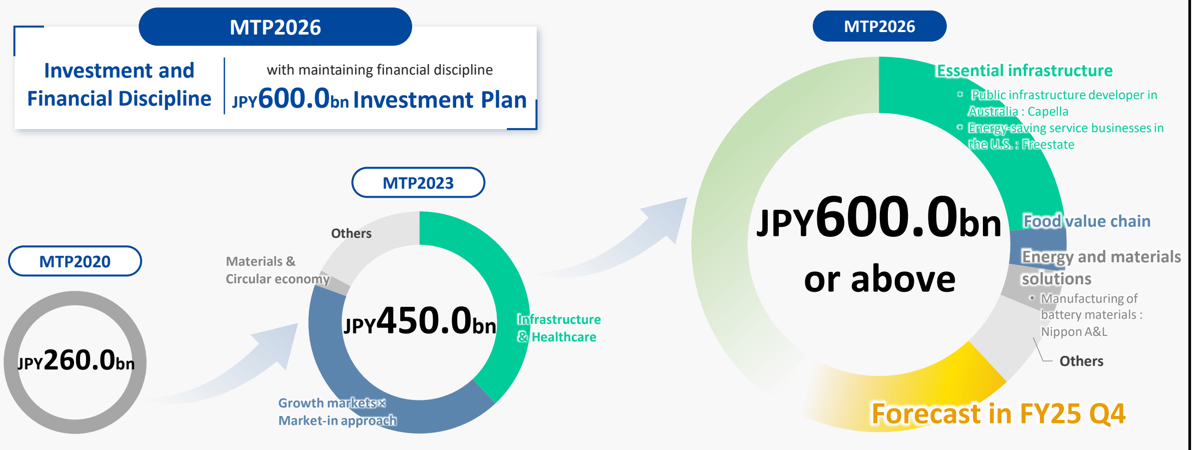
- **Steady progress is being made toward the execution of the JPY600.0bn investment plan** under MTP2026, aiming for doubled corporate value in the Next Stage
- Project formation is advancing mainly in the essential infrastructure domain, and expect to accumulate more projects toward the latter half of MTP2026
- **Creation of Sojitz-unique business clusters and a robust earnings base** going forward



The Sojitz Growth Story - Enhancement of Existing Businesses

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- Strengthening of trading businesses and expansion of manufacturing capabilities in the chemical business
  Earnings growth in the food value chain through enhancement of each business and connection of functions
- Continuous value co-creation with external partners to achieve further growth
- Thorough review and evaluation of each underperforming business, with **accelerated structural reforms**

Strength augmentation and function enhancement

Chemical business

Food value chain

- Maximizing added value by **expanding business domains along the value chain**, beyond strengthening individual businesses in areas of established competitive advantage

etc.

Collaboration with external partners

Marine vessel business

North American railcar leasing business

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

etc.

Rehabilitation of loss-making and underperforming businesses

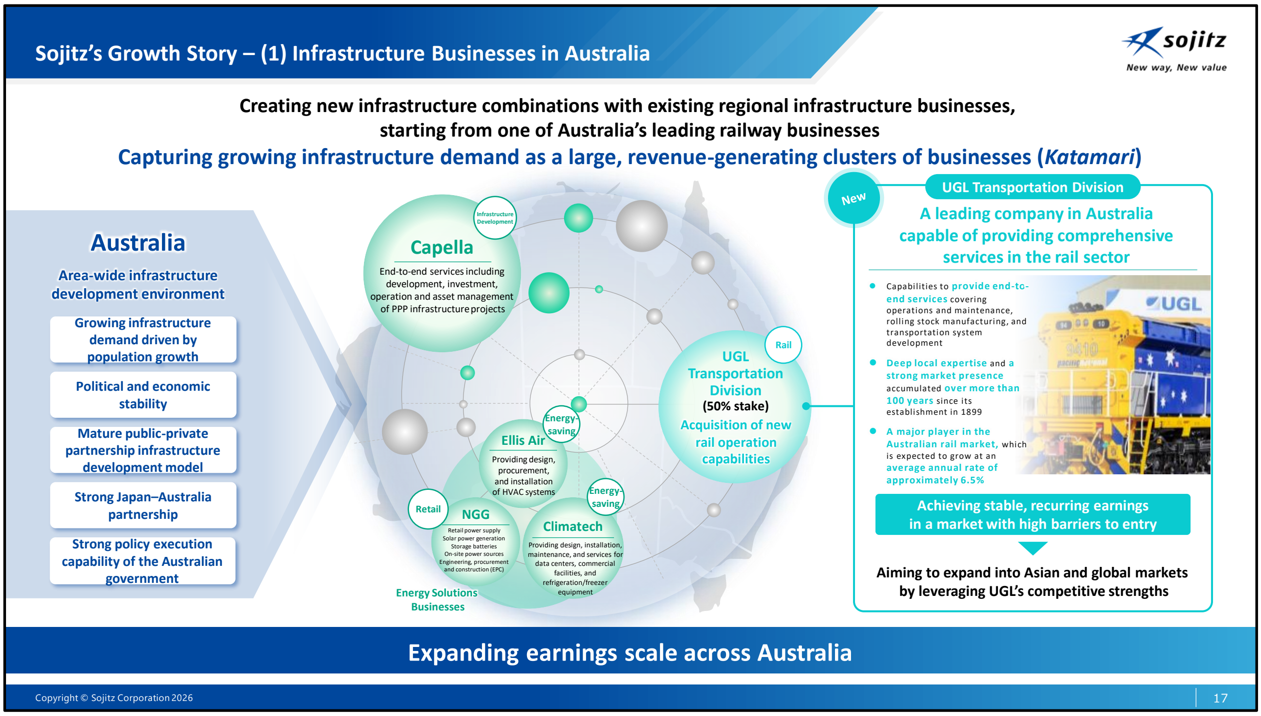
Accelerating structural reforms in **underperforming segments** toward the Next Stage

- Individual review and assessment of businesses for improvement, asset replacement, or withdrawal, through management-led decision-making, followed by **acceleration of structural reforms**

Automobile business

Mineral resources business

etc.



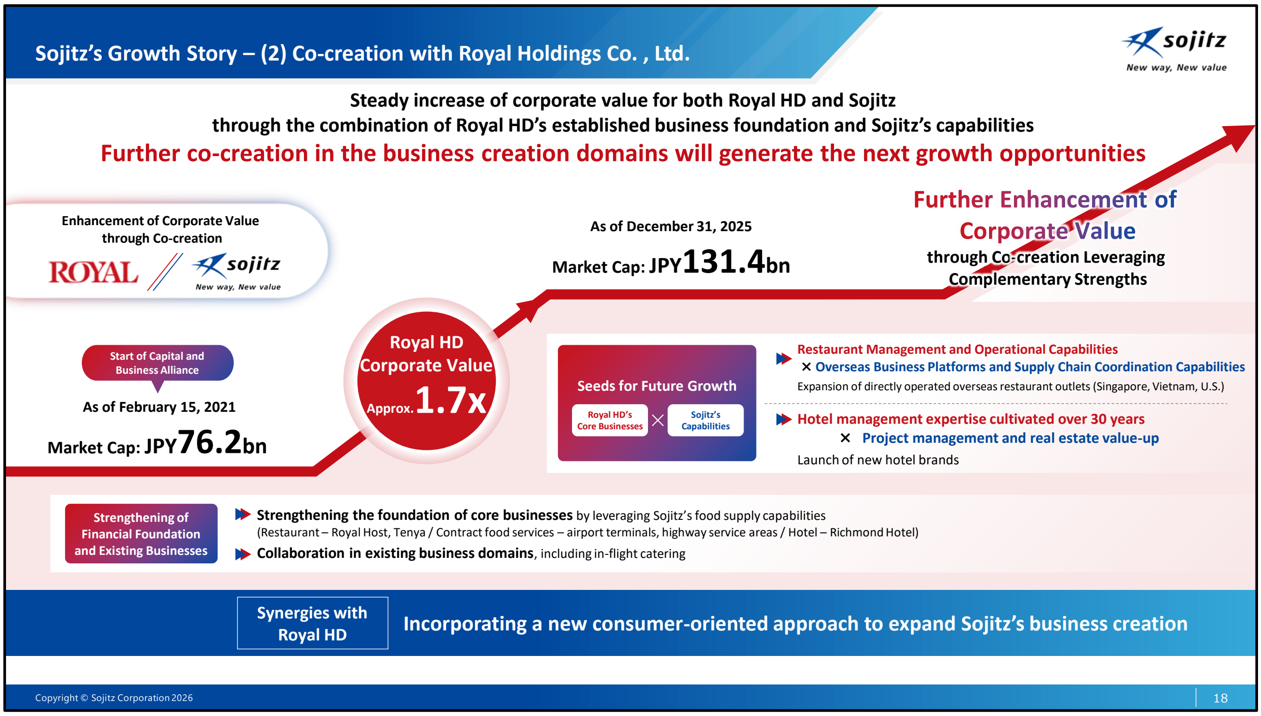
Slide 17 introduces the accumulation of infrastructure businesses in Australia.

Recently, we acquired a 50% stake in the transportation business of UGL, which provides integrated services covering railway operations and maintenance, rolling stock manufacturing, and transportation system development.
Through this investment, we have newly acquired railway operation capabilities in Australia.

In recent years, the Sojitz Group has participated in energy-saving service and energy solutions businesses, as well as infrastructure development projects, in Australia.

We view Australia as offering a favorable business environment for developing infrastructure businesses on a broad basis, supported by factors such as infrastructure demand driven by population growth, political and economic stability, the presence of mature public-private partnership model, a strong Japan-Australia partnership, and the Australian government's high policy execution capabilities.
Accordingly, we are accelerating initiatives to capture growing infrastructure demand as a large, integrated opportunity.

We will continue to proactively pursue these initiatives, particularly through the Energy Solutions & Healthcare Division and the Aerospace, Transportation & Infrastructure Division.

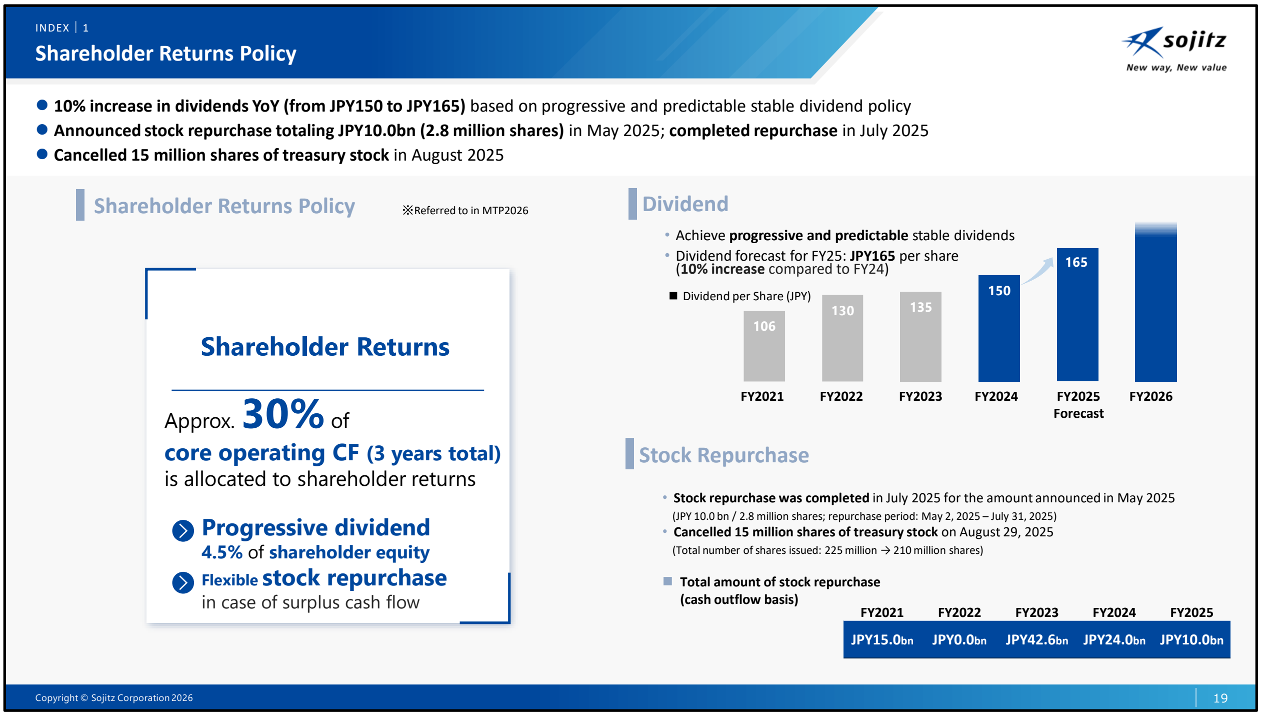


On slide 18, we also introduced our co-creation initiatives with Royal Holdings Co., Ltd.

When Royal Holdings Co., Ltd. faced a challenging business environment during the COVID-19 pandemic, we initiated a capital and business alliance between our two companies.
Since then, as Royal Holdings Co., Ltd. has strengthened its financial base and existing businesses, its corporate value has increased significantly.

During this period, both Royal Holdings Co., Ltd. and Sojitz have also been steadily planting seeds for future growth.
By leveraging our respective strengths through co-creation,
we aim to further enhance corporate value toward the next stage of growth.

We will accelerate promising initiatives, including overseas business expansion and the development of new hotel brands, which we believe hold strong potential going forward.



Please refer to slide 19 for “Shareholder Returns”, slide 20 for “Commodity prices, foreign exchange rate, interest rate assumptions and results”, slide 21 onward for “Segment Information”, and slide 36 onward for “Supplemental information.”.

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Commodity Prices, Foreign Exchange, and Interest Rate

sojitz
New way, New value

	FY24 Results (Apr. - Dec. Avg.)	FY25 Assumptions (Annual Avg.)	FY25 Results (Apr. - Dec. Avg.)	Latest Data (As of Jan. 28, 2026)
Coking coal *1	US$218/t	US$180/t	US$189/t	**US$252/t**
Thermal coal *1	US$138/t	US$100/t	US$105/t	**US$110/t**
Crude oil (Brent)	US$79.3/bbl	US$70.0/bbl	US$66.0/bbl	**US$68.4/bbl**
Exchange rate *2	JPY153.0/US$	JPY145.0/US$	JPY149.3/US$	**JPY152.5/US$**
Interest Rate (TIBOR)	0.40%	1.00%	0.81%	**1.11%**

*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: JPY1/US$ change alters gross profit by approx. JPY0.8bn annually, profit for the year by approx. JPY0.3bn annually, and total equity by approx. JPY2.0bn annually.

Finally, although there were positive and negative factors across individual segments, overall performance for Q3 of the fiscal year ending March 2026 was generally in line with our expectations.

Despite ongoing uncertainties in the business environment, many initiatives are progressing steadily.

By realizing multiple Sojitz Growth Stories and boldly transforming the business structure and portfolio of segments requiring reform, we aim to build a sustainable and robust earnings base.

Toward achieving our Next Stage goals – doubling growth, JPY 200.0 billion in net profit, 15% ROE, and JPY 2 trillion in market capitalization – we will continue to move forward without easing our efforts.

We sincerely appreciate your continued understanding and support for Sojitz.

That concludes my presentation.