

Commencement of Tender Offer for SCSK Corporation

October 29, 2025



Sumitomo Corporation

| Enriching lives and the world

Overview of the Tender Offer

- Implementation of a tender offer for the shares, etc. of SCSK Corporation by SC Investments Management Inc., a wholly-owned subsidiary of Sumitomo Corporation.

Items	Overview
Period for Purchase	From October 30, 2025 (Thursday) to December 12, 2025 (Friday) (30 business days)
Price for Purchase	5,700 yen per share
The Number of Shares to Be Purchased	154,701,633 shares (Minimum: 50,347,400 shares / No maximum limit)
Total Amount of Consideration	Approx. 882.0 billion yen

(Note) Based on the result of the Tender Offer, Sumitomo Corporation plans to implement a squeeze-out procedure and make SCSK Corporation a wholly-owned subsidiary

- Funds required for the Tender Offer will be procured through a bridge loan, which is planned to be subsequently refinanced with medium- to long-term bank borrowings or straight bonds. No equity financing is planned.
- As for the temporary increase in interest-bearing liabilities and the Net Debt to Equity Ratio resulting from the above, Sumitomo Corporation intends to reduce them to the current level by the end of FY 2028 at the latest, through measures such as accelerating asset replacement and implementing strategic investments with greater discipline.

We will conduct a tender offer for the shares of SCSK through our wholly-owned subsidiary. The tender offer period will be 30 business days, starting tomorrow, October 30, and the tender offer price is set at 5,700 yen per share, with the total amount of consideration of approximately 882.0 billion yen.

As for the funding policy, it is described in the lower section of the slide.

Although it is not included in the materials, please note that the board of directors of SCSK has expressed its opinion in favor of the Tender Offer and has recommended that the shareholders of SCSK tender their shares.

Vision for the Transaction and Sumitomo Corporation's Growth Strategy

Shared Vision through the Transaction: Growth Leveraged by Strengths

- Aiming for dramatic growth by complementing each other's strengths and jointly leading the transformation of society and industry

Leading the transformation of society and industry

Growth of **Sumitomo Corporation**

Growth of **SCSK**

Integration of Net One Systems into the SCSK 2024

Establishment of Robust Management Foundation

2011 Merger of SCS and CSK

Strengths of **Sumitomo Corporation**

- Business frontlines, global network, and customer interface
- Issue capturing power, Business engineering power, and overseas business investments

Strengths of **SCSK Corporation**

- Established robust management foundation (profits and revenue growth in 13 consecutive years)
- Differentiated position in the industry as a "Sler + Nler"

First, I would like to begin by explaining what we aim to achieve together with SCSK through the transaction.

We are currently at a turning point where society and industry are undergoing significant transformation beyond their traditional frameworks.

The rapid evolution of digital and AI, particularly generative AI, has been the key driver of this transformation, reshaping the value of everything around the world.

At such a moment of significant transformation, as stated at the bottom of the slide, the two companies are combining each other's strengths, jointly leading the transformation of society and industry, and driving significant growth for both companies. This is the aim of the transaction.

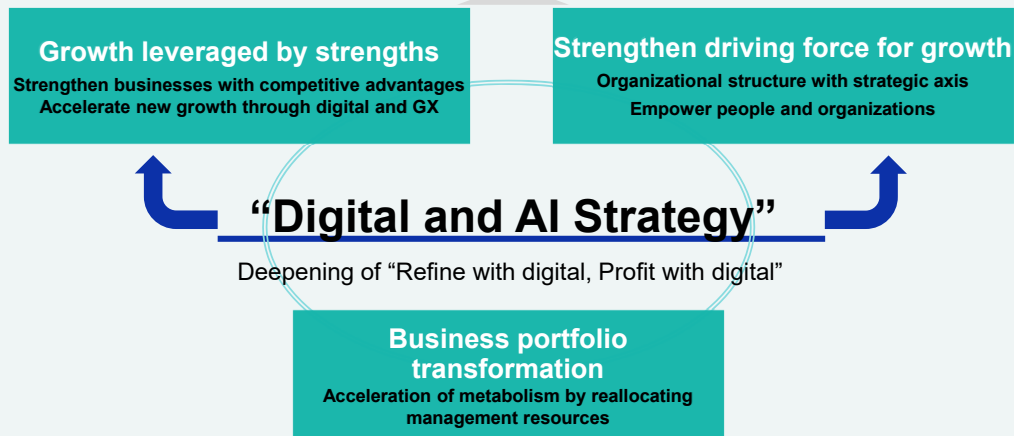
Through the transaction, we would like SCSK to play a central role in driving these initiatives. We also expect SCSK to fully leverage the frontlines of business platforms, including the assets and resources, of our group, to fuel its own growth and evolve into a leading global player in the industry.

The Sumitomo Corporation Group will spare no effort in providing the necessary resources.

Medium-Term Management Plan 2026: Accelerated growth driven by digital

No.1 in Each Field

Enhance our competitive advantages to achieve growth through addressing social challenges



Here, I would like to briefly touch on the Sumitomo Corporation Group’s overall strategy that lies behind the transaction.

Under our Medium-Term Management Plan 2026, we advocate the theme of having each business strive to pursue “No.1 in Each Field,” enhance its respective competitive advantages, and achieve growth through addressing social challenges.

To realize such theme, the “Growth Leveraged by Strengths,” as shown on the left side of the slide, shows our approach of intensively investing our management capital in the very core of businesses with strengths across eight growth domains.

The transaction is an investment in the digital domain, one of the eight growth domains. In addition, the “Strengthening the drivers of growth,” as stated on the right side of the slide, describes our commitment to enhancing our people and our organization.

Supporting these two elements is our newly formulated “Digital and AI Strategy.” We will thoroughly pursue the policy of “Refine with digital, Profit with digital,” set forth since the formulation of the Medium-Term Management Plan 2026.

The aim of “Digital and AI Strategy”

Vision

Lead the transformation of society and industry by leveraging Digital and AI in every business frontline

Concept

【View challenges as opportunities and evolve toward new value creation】

Redefining the value
that customers truly seek



Redesign and rebuild from
the perspective of Digital and AI

On-the-ground capabilities as an integrated
trading company

Sumitomo Corporation



Digital solution

Insight Edge

SCSK
SC Digital

net one

Let me now explain the vision we pursue under the “Digital and AI Strategy.”

First, we have set forth a vision of “Leading the transformation of society and industry by leveraging digital and AI in every business frontline.”

Today, there are various social and industrial challenges, and we are working to address these issues through our businesses.

We have a global customer base of 100,000 companies and operate businesses across a wide range of industries.

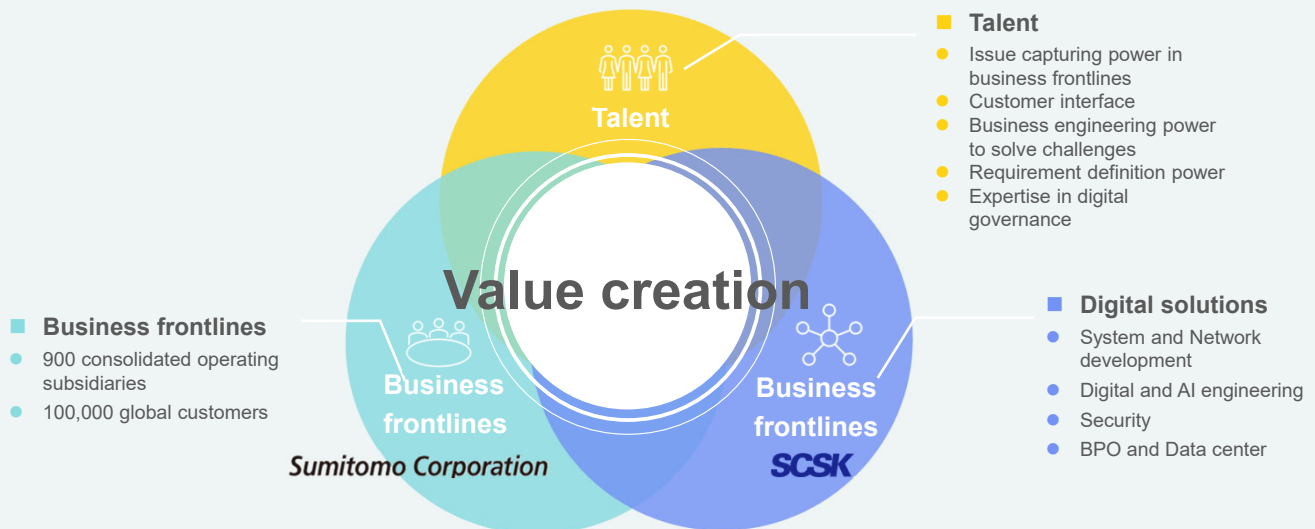
In an environment where digital and AI are rapidly evolving, we aim to redefine the value that our customers and partners truly seek, and to redesign and reconstruct value creation from a digital and AI perspective. These initiatives will continue to evolve into new value creation.

We believe that by accumulating such initiatives, we will generate businesses that achieve “No.1 in Each Field.”

In creating new value, we believe that combining the on-the-ground capabilities we have cultivated globally across various industrial domains as an integrated trading company with the digital solutions businesses centered on SCSK and the functions possessed by SCSK would be a key differentiator for us.

Growth driver [Strengthening the driving force for growth]

- Deepening and strengthening the digital solutions business, and driving value creation by integrating it with business frontlines and talent.



Let me now explain the growth drivers in these initiatives.

Under the “Digital and AI Strategy”, the three colored circles on the slide represent the three growth drivers of our group — the “Business frontlines,” the “Digital solutions,” and the “Talent.” The intersection of these three elements is the core of value creation.

This means that within the “Business frontlines” of our group, comprising 900 consolidated operating subsidiaries, and 100,000 global customers and partners, we are fully leveraging the “Digital solutions business” centered on SCSK and the functions SCSK continues to develop, while cultivating highly skilled talent essential for the digital transformation. Through these efforts, we aim to achieve value creation and lead the transformation of society.

In the area of digital solutions, we will enhance and expand our related functions, including Digital and AI engineering, security, BPO and data center, based on our system and network development capabilities, in which we have strengths.

As for talent, in addition to the strengths we have cultivated as an integrated trading company, such as our issue capturing power in business frontlines, customer interface, and business engineering power, we will further refine requirement definition power and our expertise in digital governance and increase the number of professionals who possess practical execution capabilities with them.

And it is these initiatives with SCSK that will accelerate value creation by these three elements.

The vision shaped by the “Digital and AI Strategy”



This slide describes our vision of value creation driven by the “Digital and AI Strategy.”

For instance, with respect to the “Future city development”, as shown in the lower right, we envision realizing energy optimization, promotion of residents’ health management, and disaster prevention and mitigation.

To the left, with respect to the Supply chain transformation, we aim to optimize global industrial supply chains.

At the top center, with respect to the “Prevention and preservation of social infrastructure,” we envision infrastructures that ensures safety through digitalized systems that automatically conduct maintenance and inspections, addressing the shortage of maintenance personnel.

These are examples of the transformation in areas where we already possess significant strengths. Beyond these areas, across our business frontlines worldwide, we will be committed to leveraging digital and AI to realize the transformation of industry and society.

Maximizing our competitive advantages and
jointly leading the transformation of society and industry



We will realize this vision in a strong partnership with SCSK, by maximizing our group's competitive advantages.

Please look forward to the transformation of society and industry that we will continue to engage in. This concludes my presentation.

[End]