

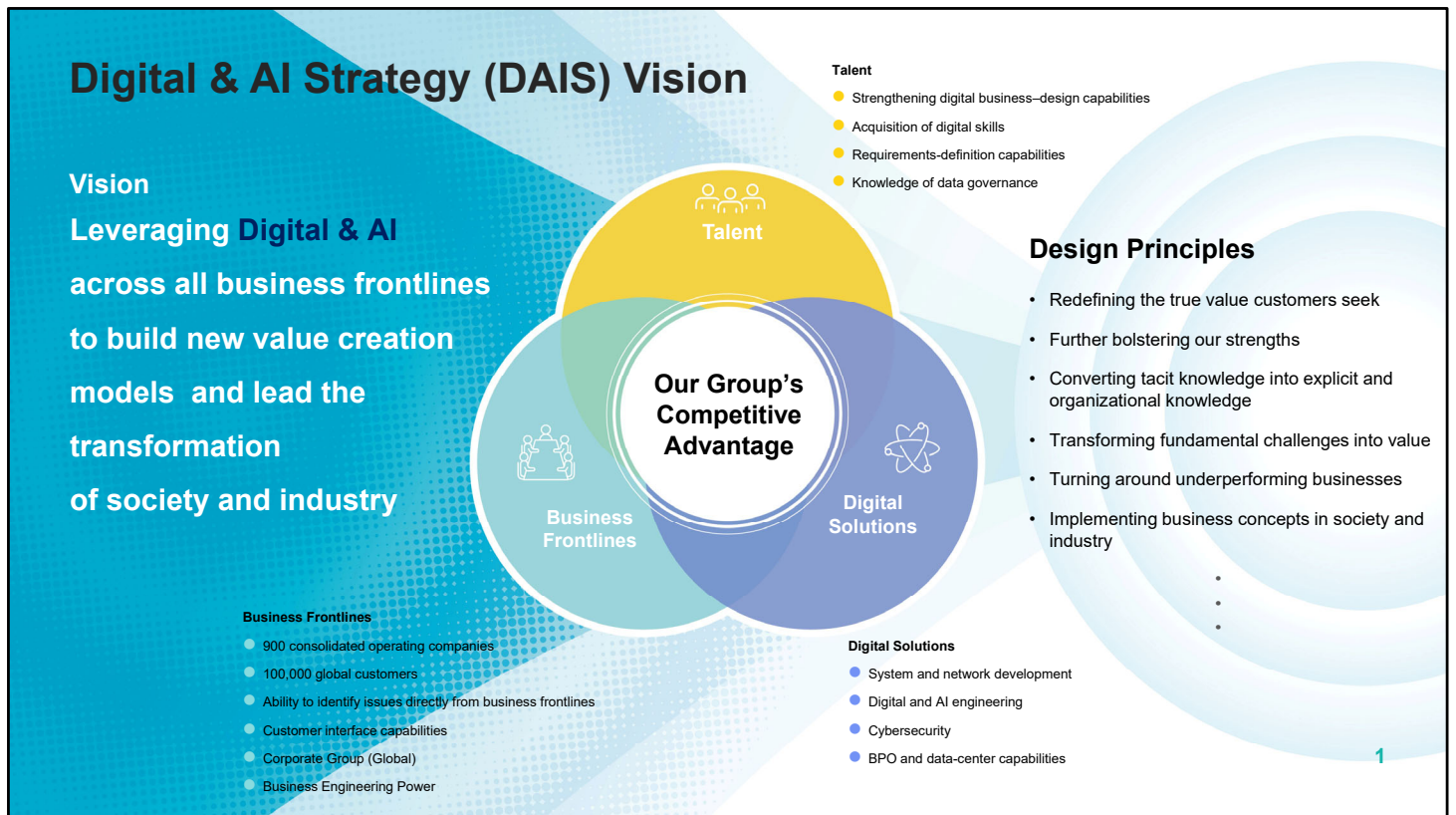
DAIS (Digital & AI Strategy) Briefing

Sumitomo Corporation | May 27, 2026

Disclaimer on Forward-Looking Information

This material discloses various management targets and other forward-looking projections regarding our DAIS, Medium-Term Management Plan, and other initiatives. These are targets that our management aims to achieve by successfully implementing DAIS and the Medium-Term Management Plan. These management targets and other forward-looking projections do not guarantee the achievement of current expectations regarding future events or future performance. Accordingly, please refrain from placing undue reliance on this information. Please also note that these targets and projections are based on certain assumptions and expectations, as well as information currently available to the Company, and may be subject to change due to future circumstances. The Company assumes no obligation to update these targets, projections, or other information on an ongoing basis.





This slide shows the vision of DAIS. I explained this slide at the IR Day held last December, but I would like to reiterate some of the key points.

Our Group aims to lead the transformation of society and industry by building new value-creation models through the use of digital & AI in all business settings.

The key to achieving this is the three elements shown in the center. We have approximately 900 consolidated operating companies globally. We have a customer base of 100,000 companies. Our advantage is business frontlines, digital solutions with SCSK Corporation at the core, and our talent.

We believe that our group's unique strength lies in our ability to create value through the implementation of digital & AI technologies, starting from a variety of business frontlines. I would like to make the most of our competitive advantage of having both business frontlines and digital solutions, and promote reform with the ability to execute, in order to realize our vision.

The Design Principles, shown on the right, will be used as indicators to ensure that this competitive advantage is translated into solid results.



I would like to explain how DAIS will grow based on three pillars.

The first pillar is growth of SCSK. We will continue to develop our business by leveraging the competitive advantages and strengths SCSK has built up to date, and accelerate its growth by evolving to an offering-based business model that leverages AI.

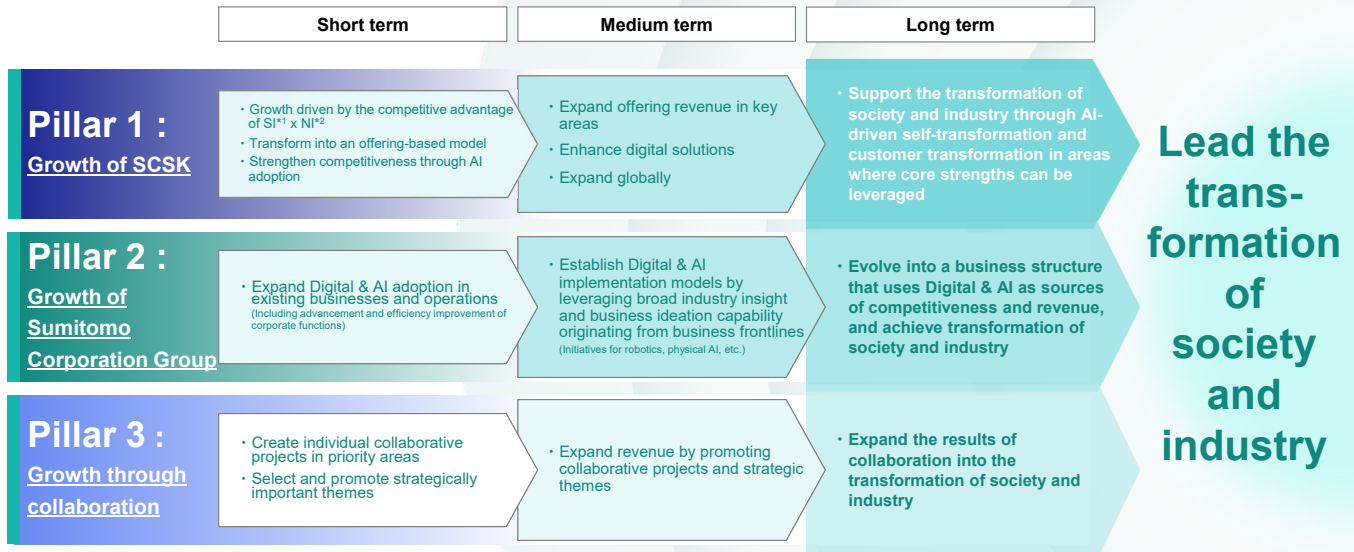
The second pillar is the growth of our group through DAIS. We will leverage digital & AI across all business frontlines of our group to thoroughly refine our business and operations to build a new value creation model.

The third pillar is growth through collaboration between our group and SCSK. By combining the strengths of both companies, we will create a business model that is unique to our group.

By making these three pillars thicker and creating value in a chain reaction, we will lead the transformation of society and industry.

DAIS Overall Growth Roadmap

- This roadmap provides an overall picture of how DAIS will evolve over short, medium, and long term.



Note 1: This roadmap shows the overall direction of growth for DAIS. Specific value creation processes and examples of each measure are presented from the following pages onward.

Note 2: The above nine arrows (short-term, medium-term, and long-term) indicate the degree of profit contribution by differences in color intensity.

*1 SI : System Integration *2 NI : Network Integration

DAIS will evolve step by step by linking the autonomous growth of SCSK, the business transformation of the entire group, and collaboration between the two companies.

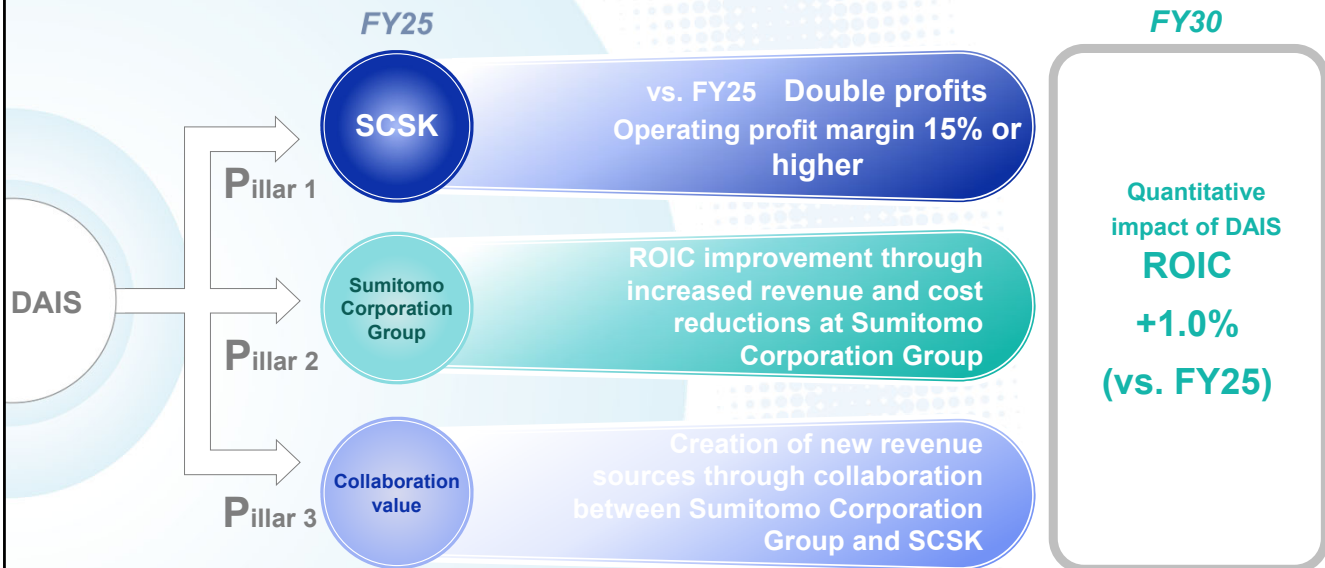
First, in the immediate and short term, SCSK will grow by adding an offering-based model to its existing business model to achieve business transformation for its customers. In addition, in our group's business frontlines and corporate operations, we will find winning ways to advance our business and operations from a frontline-driven perspective and realize these winning ways through the implementation of digital & AI. Collaboration in priority areas will also begin to move from here.

In the medium term, we will pursue three simultaneous goals: expansion of SCSK's offering revenues and global expansion, establishment of industry-specific implementation models on a global basis, and growth of joint businesses born from the collaboration.

In the long term, DAIS aims to lead the transformation of society and industry as our group by transforming customers through AI, building a new value creation model with digital & AI at its core, and expanding horizontally into multiple domains.

Quantitative Impact of DAIS

- In addition to increased profits from SCSK's own growth under Pillar 1, revenue growth and cost reductions through efficiency improvements at Sumitomo Corporation Group as shown in Pillar 2, and the impact of Pillar 3, we aim to improve ROIC by 1.0% compared with FY25 through the impact of DAIS.



4

This slide shows an image of what the DAIS initiative will lead to in the future.

First, under Pillar 1, SCSK aims to double its consolidated net income from JPY66.9 billion in FY2025 to double it in FY2030 by continuing to grow at an annual rate of 15% or more. Under Pillar 2, we intend to improve the ROIC of our entire group by strengthening our business foundation and creating a new value creation model. Furthermore, Pillar 3 will lead to new revenues through collaboration combining the strengths of SCSK and the Group.

We have steadily implemented the transformation of our business portfolio and growth centered on our strengths as outlined in our medium-term management plan 2026, and with the acquisition of SCSK as a wholly owned subsidiary, the newly defined DAIS will further strengthen these efforts and serve as the core that will drive the sustainable growth of our group.

Through the implementation of DAIS, we will strengthen the Group's business foundation and improve ROIC by 1% in FY2030 compared to FY2025.

Through DAIS initiatives, the Group will achieve sustainable growth.



Pillar 1

Pillar Supporting the Growth of DAIS

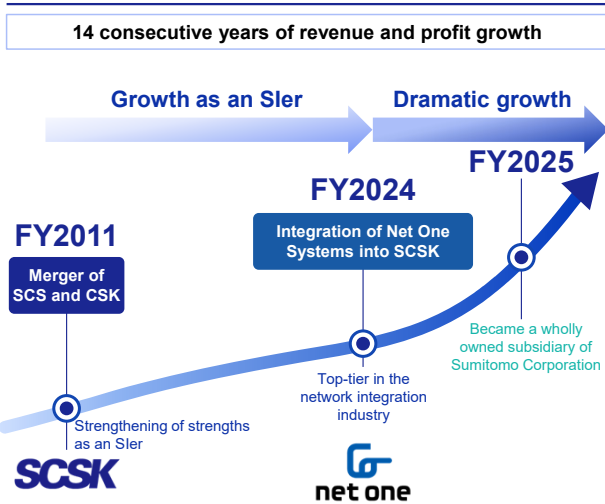
Growth of SCSK

Here, I would like to explain our efforts in each pillar.
First, let's talk about the growth of SCSK, Pillar 1.

Overview of SCSK

Established: 1969 **Revenue:** 780.3 billion yen **Operating profit:** 86.3 billion yen (consolidated / as of March 31, 2026)
Number of employees: 21,015 (consolidated / as of March 31, 2026)

History of SCSK's Evolution



Customer value proposition model centered on full-stack capabilities



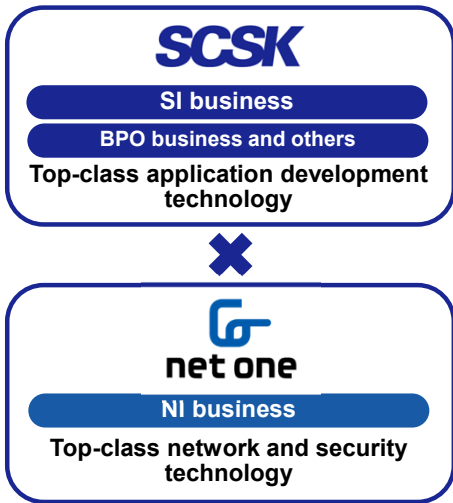
In this Pillar 1, based on SCSK's strengths, I will explain how SCSK will respond to the AI and other market changes that are currently occurring and provide specific paths for growth, both quantitatively and qualitatively, based on SCSK's new medium-term management plan that has just been prepared.

On the left, the history of SCSK's evolution is shown. The merger of SCS and CSK in 2011 strengthened SCSK's strength as a system integrator (Sler), and in 2024, SCSK further integrated Net One Systems, a network integrator (Nler), into its group, evolving into an IT company that offers a full stack of SI and NI services, a strength that no other company can match. As a result, the Company has achieved growth in both revenue and profit for 14 consecutive fiscal years since the 2011 merger.

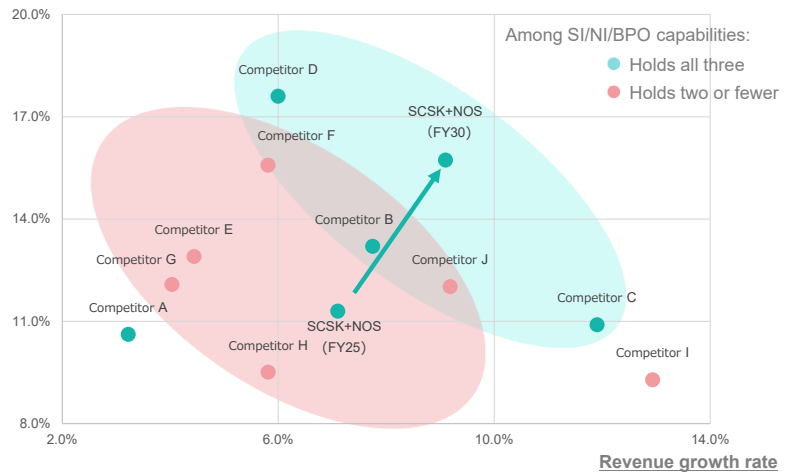
As noted on the right, SCSK has this full stack of SI and NI as its core strength; and has a wide range of capabilities including IT infrastructure and security, verification, BPO, IT management, and in-house intellectual property. Its major strength is the ability to provide value to the clients by not only developing systems that meet their individual requirements, but also by offering integrated, high-value-added services tailored to their needs. This has led to a reputation for trust among customers.

Sources of SCSK's Competitive Advantage

- With Net One Systems (NOS) becoming a Group company, SI & NI full stack has been established as a source of competitive advantage
- By organically connecting SI, NI, and BPO, SCSK is positioned to diversify its profit pools and target further high growth and high profitability



Operating profit margin



- SCSK + NOS is calculated based on the FY24-25 revenue growth rate and the FY25 operating profit margin.
- Competitors are major system integrators, calculated based on their revenue growth rates over the most recent two years and FY25 operating profit margins.

This slide shows SCSK's positioning in the industry. On the right side, we plot the leading IT companies in Japan by capability and growth/profit ratio.

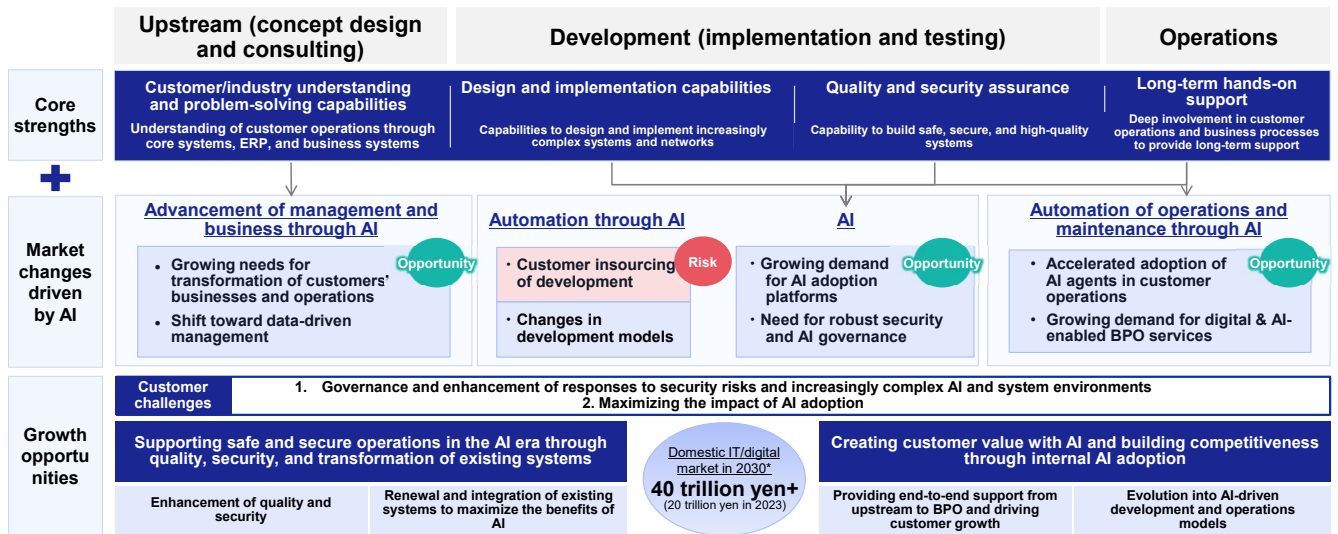
Capability is based on SI and NI, as well as BPO and business process outsourcing, which are businesses that deeply involve customers over a long period of time and undertake business process outsourcing. Companies that possess all three of these elements tend to be in a dominant position in the industry.

SCSK has become a company with strong capabilities, combining best-in-class technology in both SI and NI areas, through the integration of Net One Systems. In addition, by combining BPO and other capabilities, the company will move toward industry-leading positioning.

Growth Opportunities through AI

The market has concerns about the growth prospects of technology companies amid the evolution of AI

Existing strengths are highly resilient to changes brought by AI, and AI is in fact a growth opportunity



This slide explains the market environment surrounding digital & AI and our perception of it. As you know, the evolution of generative AI for corporate by Anthropic and others has led to growth concerns and share price declines for software companies, a trend often described as “SaaS is dead”. Although Sler has different business models, there are similar voices of concern, and we have received questions.

We see this major market change as an opportunity for growth. SCSK's core strengths will be a significant competitive advantage in the age of AI.

SCSK has been responsible for the construction and operation of mission-critical enterprise systems that support our clients' businesses. In these large-scale, complex, and high-quality areas, the ability and reliability to deeply understand customer operations, implement a combination of diverse systems and networks, and operate them stably over the long term is required. This is SCSK's strength, which remains unchanged even in the age of AI.

While we anticipate certain impacts of the changes brought about by AI, such as the internalization of development by customers themselves, we see even greater opportunities. The more AI is utilized, the more new challenges arise, such as security, data governance, controlling the environment of increasingly complex systems, and maximizing the effectiveness of AI implementation.

In this environment, we believe that there are significant growth opportunities for SCSK, which can implement customer transformation while supporting operations in a safe and secure manner based on the trust it has built with its customers over many years.

SCSK New Medium-Term Management Plan (2026-2030)

- Aiming for transformational growth by anticipating changes in society and markets and fully utilizing Sumitomo Corporation's resources

Changes in customer needs

- Accelerated use of digital technologies by business divisions
- Expectations for transformation covering everything from management and business concept design to execution and adoption

Changes in the competitive environment

- Emergence of competitors using Digital & AI technologies to lead transformation

Evolution of technology

- Adoption of generative AI and agentic AI
- Advancement of security
- Increasing complexity of networks

SCSK **net one**

New Medium-Term Management Plan

A corporate group that leads the resolution of social issues and develops a portfolio of businesses with an overwhelming presence and influence

Next Dimension 2030
Evolving into an IT company of a different dimension

Sumitomo Corporation's resources

900 business frontlines and data
Utilization of domain knowledge and data gained through business frontlines across diverse industries

Global reach across 64 countries and regions
Utilization of global bases and operating companies

Digital/AI capabilities
Collaboration with digital and AI operating companies

CVC* network in five regions worldwide
Access to advanced technologies and tech companies in Japan and overseas

Global customer base of 100,000 companies
Network of global customers across a broad range of fields

* CVC : Corporate Venture Capital

This slide explains how we will fight and achieve growth.

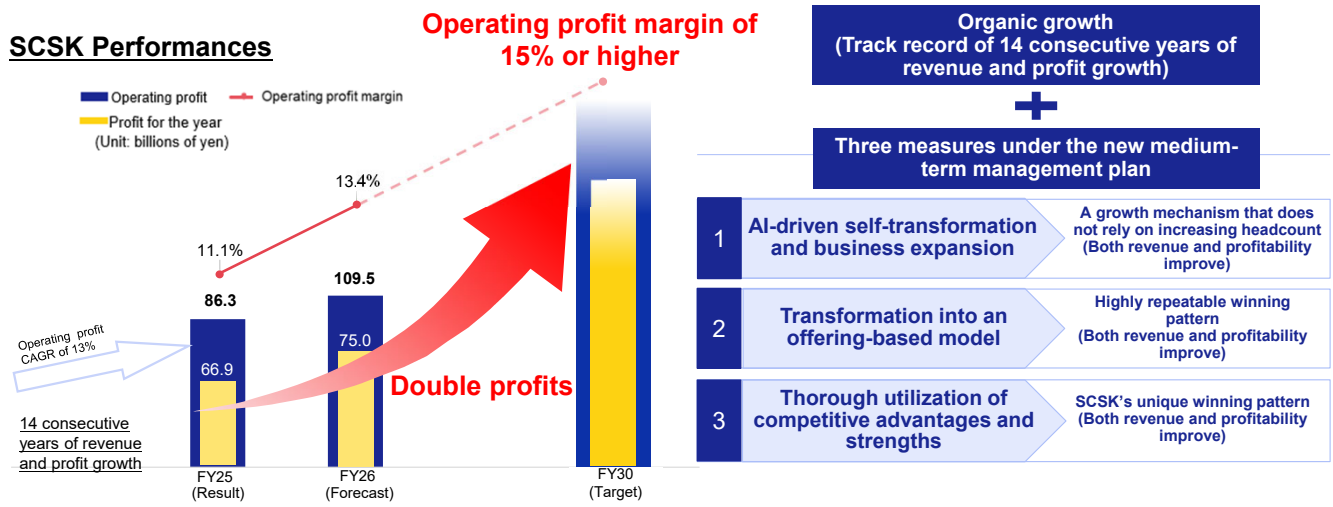
Under the new Medium-Term Management Plan, SCSK aims to evolve into an IT company with a different dimension that drives solutions to social issues.

In light of the market changes I have just described, SCSK will further refine its own SI, NI, and full-stack strengths.

Here, Sumitomo Corporation, a general trading company, will provide a full range of resources, which SCSK will fully utilize to leverage this unique business base and achieve dramatic growth.

Growth of SCSK

- By implementing the measures in SCSK's new medium-term management plan, SCSK expects to achieve 1. **double the profit level** compared with FY25 and 2. an **operating profit margin of 15% or higher** in FY30
- This represents profit growth significantly exceeding the assumptions at the time of the TOB



This slide describes SCSK's growth from a quantitative aspect.

Under the new medium-term plan, SCSK aims to double its profit level in 2030 compared to 2025, and to increase our operating profit margin from the current 11% to 15% or more.

SCSK has a track record of 14 consecutive fiscal years of increased revenues and profits. In addition to organic growth supported by this track record, under the new Medium-Term Management Plan, SCSK will achieve even greater growth than before by promoting three new measures.

The quantitative plan in the new Medium-Term Management Plan anticipates profit growth far exceeding the plan at the time of the TOB, and through discussions between the two companies after the TOB, we have gained an understanding of the size of the potential and the response to specific measures to be taken.

SCSK Growth Measures

Three Measures under the New Medium-Term Management Plan (2026-2030)

1 AI-driven self-transformation and business expansion

Main initiatives

Productivity improvement through AI

- Full-scale application of AI-driven development
- Automation of maintenance and operations through generative AI
- Target: 100% AI-driven development within two years

Business expansion in AI domains

- Integrated provision of AI/data platforms and AI security
- AI agent adoption in customer operations
- Full undertaking of customer operations and efficiency improvement through AI

2 Transformation into an offering-based model

Main initiatives

Strengthening upstream functions (consulting)

- Industry-specific consulting
- Digital consulting
- Example: Strengthen upstream functions specializing in specific industries such as manufacturing, expand system development and BPO businesses, and create opportunities to connect these businesses to digital and AI domains

Creation, accumulation, and standardization of intellectual property

- Strengthening AI functions in proprietary ERP*¹ "PROACTIVE" and building templates specialized by industry and operation
- Multiple offering menus, including legacy system modernization and BPM*²
- Example: Propose optimal solutions matched to customer issues, such as mainframe migration for financial institutions and business transformation proposals based on business processes

3 Thorough utilization of competitive advantages and strengths

Main initiatives

Evolution of the SI & NI full stack model

- Integrate the management of SCSK and NOS in April 2027, accelerating full-stack business from applications to infrastructure
- Integrate the corporate functions of both companies and thoroughly improve operational efficiency through AI

Collaboration with Sumitomo Corporation

- Jointly expand digital solutions, including consulting, Digital & AI, global, and BPO
- Create competitive use cases by utilizing 900 business frontlines
- Example: Introduce PROACTIVE to Sumitomo Corporation Group, demonstrate industry- and operation-specific functions, and roll them out horizontally

This slide explains SCSK's new Medium-Term Management Plan policy.

SCSK will take three specific measures: AI-driven self-transformation and business expansion, transformation into an offering-based model, and thorough utilization of competitive advantages and strengths.

Regarding the first, AI-driven self-improvement and business expansion, we will work on full application of AI-driven development and automation of maintenance and operation using generative AI, aiming to achieve 100% application of AI-driven development within two years.

In addition to this, we will work to expand our business in the AI domain, including the provision of integrated AI data infrastructure and AI security, the conversion of client operations into AI agents, and advanced BPO business in which client operations are entirely outsourced and made more efficient through AI.

The second is the transformation to an offering-based model. We will work to strengthen upstream consulting functions, such as industry-specific consulting and digital consulting. For example, by strengthening upstream functions in specific industries such as manufacturing, we will work to create business opportunities in the digital & AI domains, in addition to expanding our systems development and BPO business.

At the same time, we will promote the creation, accumulation, and molding of intellectual property. For example, we will enhance the AI functionality in our own ERP solution, PROACTIVE, and expand our offering solutions by building industry- and business-specific templates and modernizing legacy systems.

SCSK Growth Measures

Three Measures under the New Medium-Term Management Plan (2026-2030)

1 AI-driven self-transformation and business expansion

Main initiatives

Productivity improvement through AI

- Full-scale application of AI-driven development
 - Automation of maintenance and operations through generative AI
- Target: 100% AI-driven development within two years

Business expansion in AI domains

- Integrated provision of AI/data platforms and AI security
- AI agent adoption in customer operations
- Full undertaking of customer operations and efficiency improvement through AI

2 Transformation into an offering-based model

Main initiatives

Strengthening upstream functions (consulting)

- Industry-specific consulting
 - Digital consulting
- Example: Strengthen upstream functions specializing in specific industries such as manufacturing, expand system development and BPO businesses, and create opportunities to connect these businesses to digital and AI domains

Creation, accumulation, and standardization of intellectual property

- Strengthening AI functions in proprietary ERP*¹ "PROACTIVE" and building templates specialized by industry and operation
 - Multiple offering menus, including legacy system modernization and BPM*²
- Example: Propose optimal solutions matched to customer issues, such as mainframe migration for financial institutions and business transformation proposals based on business processes

3 Thorough utilization of competitive advantages and strengths

Main initiatives

Evolution of the SI & NI full stack model

- Integrate the management of SCSK and NOS in April 2027, accelerating full-stack business from applications to infrastructure
- Integrate the corporate functions of both companies and thoroughly improve operational efficiency through AI

Collaboration with Sumitomo Corporation

- Jointly expand digital solutions, including consulting, Digital & AI, global, and BPO
 - Create competitive use cases by utilizing 900 business frontlines
- Example: Introduce PROACTIVE to Sumitomo Corporation Group, demonstrate industry- and operation-specific functions, and roll them out horizontally

(Continued)

The third is the competitive advantage that only SCSK can achieve by acquiring the resources of Sumitomo Corporation and Net One Systems, and by thoroughly utilizing its strengths.

In addition to the evolution of the SI and NI full-stack model through the integration of SCSK and Net One Systems, SCSK will expand digital solutions such as consulting, digital & AI, global, and BPO in collaboration with Sumitomo Corporation, and utilize over 900 business companies and their data to create competitive use cases.

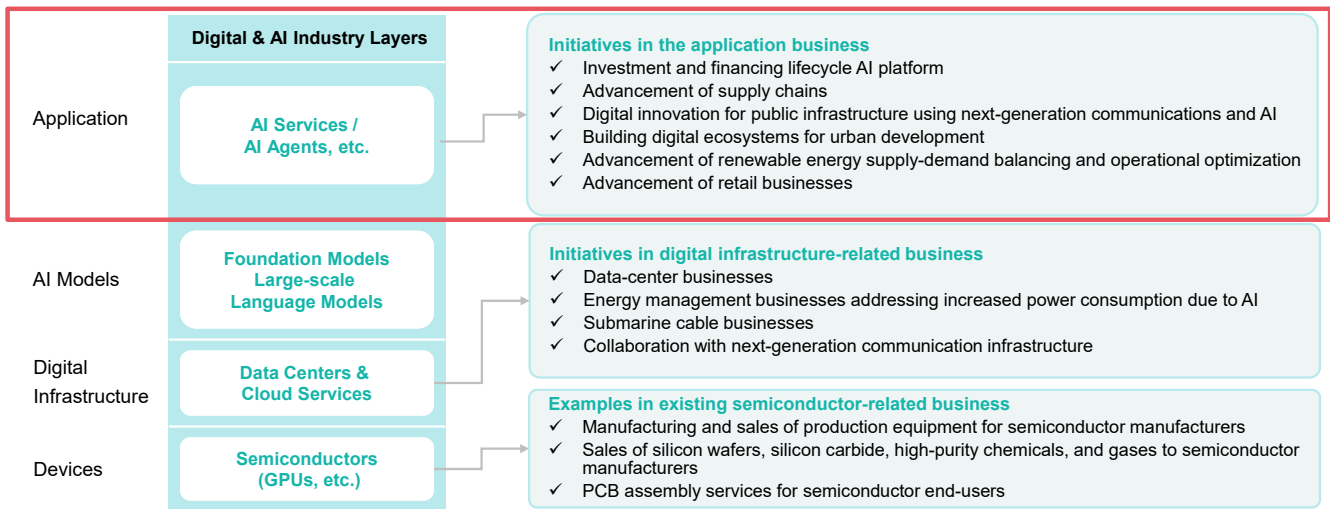
These were the Pillar 1, growth of SCSK.



I will now explain Pillar 2, the growth of our group through DAIS.

The Four Layers of the Digital and AI Industry

- In addition to implementing AI services and AI agents at the application layer, we will also advance digital-infrastructure development, semiconductor-related business and cybersecurity initiatives, all of which are required for the rapid expansion of digital and AI technologies.



This slide explains in which layer we are approaching DAIS.

The digital and AI industry has four layers. From top to bottom: applications, AI models, digital infrastructure, and devices.

The lowest device layer is the core of the technologies that support digital and AI. Our group has operating companies that manufacture critical parts for semiconductor manufacturing equipment and businesses that supply critical materials and supplies to semiconductor manufacturers.

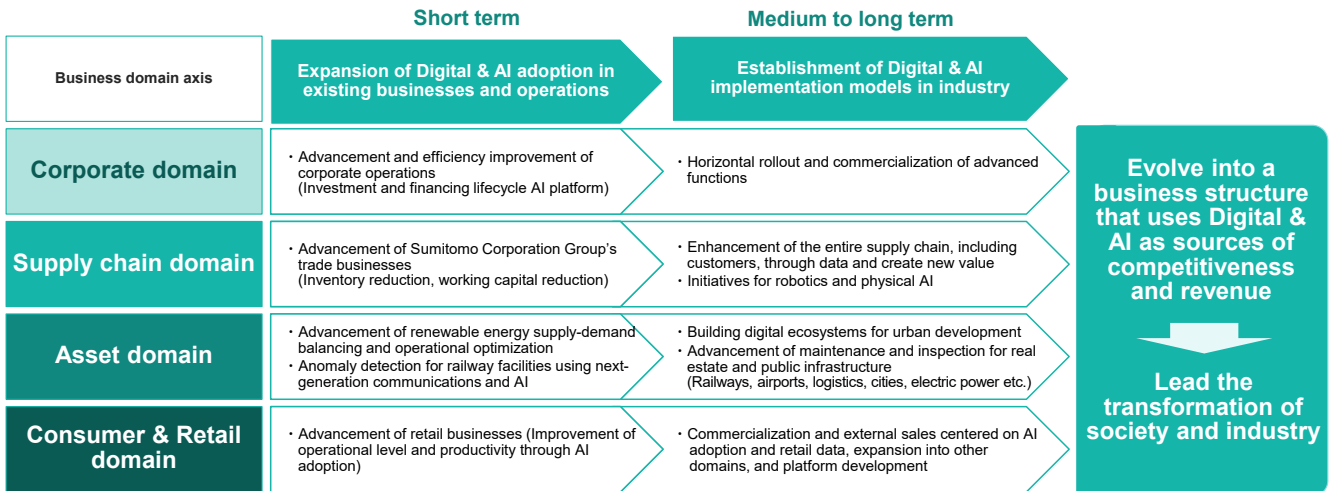
The digital infrastructure layer above it is the infrastructure base that supports digital and AI. This layer of business is an area where we can demonstrate our strength that we have cultivated through infrastructure businesses such as electric power and telecommunications. The Group operates in the areas of data centers, energy management, submarine communication cables, and next-generation communication infrastructure, which are listed on the right.

The AI model layer above that is an area in which companies developing large-scale language models are competing with each other, investing trillions of yen.

We will focus on the application layer, not on the development of large-scale language models themselves, but on how they can be used to transform society and industry.

Application Layer Growth Roadmap

- To achieve our Vision, we will advance business-frontline-driven Digital & AI adoption based on our Design Principles.
- We will evolve into a business structure that uses Digital & AI as sources of competitiveness and revenue, build new value creation models, and improve ROIC for Sumitomo Corporation Group.



In this slide, I will explain the roadmap for Pillar 2's application layer business.

This roadmap shows, by business domain, how frontline-driven digital and AI utilization will evolve over the short-, and medium to long-term timeframes and ultimately lead to ROIC improvement and other results.

First, in the short term, we will seek to create specific results in existing businesses and operations, such as more sophisticated and efficient operations in the corporate domain, inventory reduction and working capital reduction in the supply chain domain, and more sophisticated operations using data in the asset domain.

In the mid- to long-term, we aim to establish digital & AI implementation models in various industries, such as the advancement of the entire supply chain and the sophistication of real estate infrastructure maintenance and inspection, by utilizing the data and knowledge accumulated through our short-term efforts.

Through these efforts, we will evolve our business structure to one in which digital & AI are the source of our competitiveness, and ultimately lead the transformation of society and industry.

Case Study 1 (Application Layer)

Corporate domain

Corporate

PROJECT
01

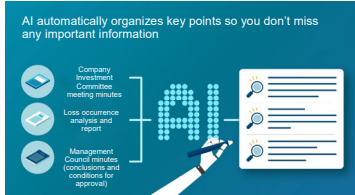
Creating an AI platform that provides an overview of the investment life cycle

Background

While Sumitomo Corporation has accumulated a vast amount of meeting minutes regarding past investment decisions, their use is limited to a few specialized teams, and the potential for leveraging this knowledge across the entire company remains untapped.

Solution overview

- We will build an AI platform that incorporates approximately 1,500 documents spanning the past 30 years, including minutes from the Company Investment Committee, Management Council resolutions, and loss occurrence and analysis reports. This enables users to search and analyze investment projects across their entire life cycle, from inception to exit.
- By leveraging search, key point analysis, and in-depth chat features to understand key points during the investment evaluation process and outcomes following investment execution in past cases, we can leverage this knowledge in new investment opportunities.
- By preserving the accumulated insights of our predecessors as organizational assets, streamlining information gathering and analysis during the investment evaluation process, and improving the quality of decision-making, we aim to build a foundation that enables more accurate investment decisions in a rapidly changing business environment.



Supply chain domain

Steel Group

PROJECT
02

Enhancing the steel pipe supply chain for the energy industry through the adoption of an AI platform

Background

While the supply and demand for steel pipes are subject to multifaceted uncertainties, such as geopolitical risks and fluctuations in resource prices, strict time constraints apply to deliveries to drilling and production sites, making it essential to manage this complexity.

Solution overview

- We will build a next-generation SCM based on AI technology to consolidate over 30 years of SCM^{*} operational data and industry insights accumulated through our steel pipe business. We are promoting the optimization of the entire supply chain, data-driven decision-making, and the advancement of business operations.
- Through field tests at our European offices, we will confirm the effectiveness of our operational advancement. We are currently promoting these initiatives in collaboration with Ascend SC and CSMK. We anticipate savings in the range of several billion yen through full-scale implementation at our European offices and global SCM hubs.
- By developing new services to customers under the concept of "SCM as an AI Service," we aim to expand our business across industries and transform our business model.

*SCM (supply chain management): A management approach that optimizes end-to-end process from steel pipe procurement to logistics, inventory management, inspection, and delivery.

Solution overview



Future outlook



The next five pages describe specific examples of the social and industrial worldviews that our group creates through DAIS, as explained earlier on page 13.

I won't go into details today, but at each layer, both sales and corporate organizations are expanding their use of digital and AI. The content of each case study is also available in the digital & AI White Paper released today (sorry, in Japanese only). We have also inserted a link in the upper right corner of the slide. Please take a look.

Case Study 3 (Application Layer)

Asset domain Energy Transformation Business Group

PROJECT 05 **Advancements in balancing supply and demand for renewable energy and optimizing operations**

Background

As renewable energy expands, the volatility in electricity supply has made it increasingly difficult to balance supply and demand. The limitations of operations that rely on manual labor and experience have become apparent, making the ability to optimize supply-demand balancing and operations a critical challenge.

Solution overview

- By establishing ENEXIA and developing a supply-demand balancing model that integrates power generation, demand, and market data, we will achieve the digitization and advancement of operations to address the volatility of renewable energy.
- We will model operational know-how of supply and demand in the field to maximize profits by reducing electricity supply and demand costs, while promoting the transition from an "experience-based" to a "data-driven" approach.
- By integrating trading functions with digital implementation, we will drive the advancement and structural transformation by evolving power-trading, supply-demand balancing, and business development across all areas, and expanding these efforts to optimize the entire energy ecosystem, including energy storage systems.

Solving the challenges of the large-scale renewable energy introduction as a renewable energy aggregator*



Consumer & Retail domain Lifestyle Group

PROJECT 06 **Advancing the retail business ~Case study on the use of digital and AI in store operations~**

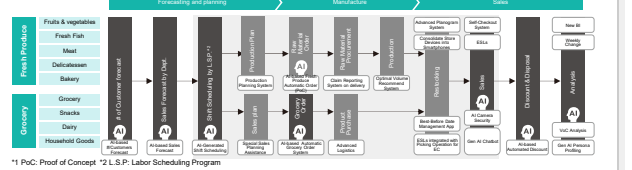
Background

Although retail data provides valuable insight into consumer behavior, it is not being effectively utilized by retailers, customers or business partners.

Solution overview

- Summit utilizes digital and AI in procurement, store layout, and labor management. By combining on-site domain expertise with the Sumitomo Corporation Group's digital and AI expertise, we will enhance and streamline operations.
- Based on the purchasing and behavioral data accumulated through this process, we are moving forward with the integration of Summit and Tomod's membership IDs and the development of data infrastructure. We have established a new company, LXIO, to propose retail-data analysis and utilization, and have already started PoCs** with multiple manufacturers.
- We will advance the sophistication of data utilization through generative AI and collaboration with external companies to expand our targets beyond food manufacturers to other industries, thereby establishing data-driven value foundation. We aim to create a new retail data ecosystem that simultaneously drives behavioral change among consumers and the evolution of industrial structures.

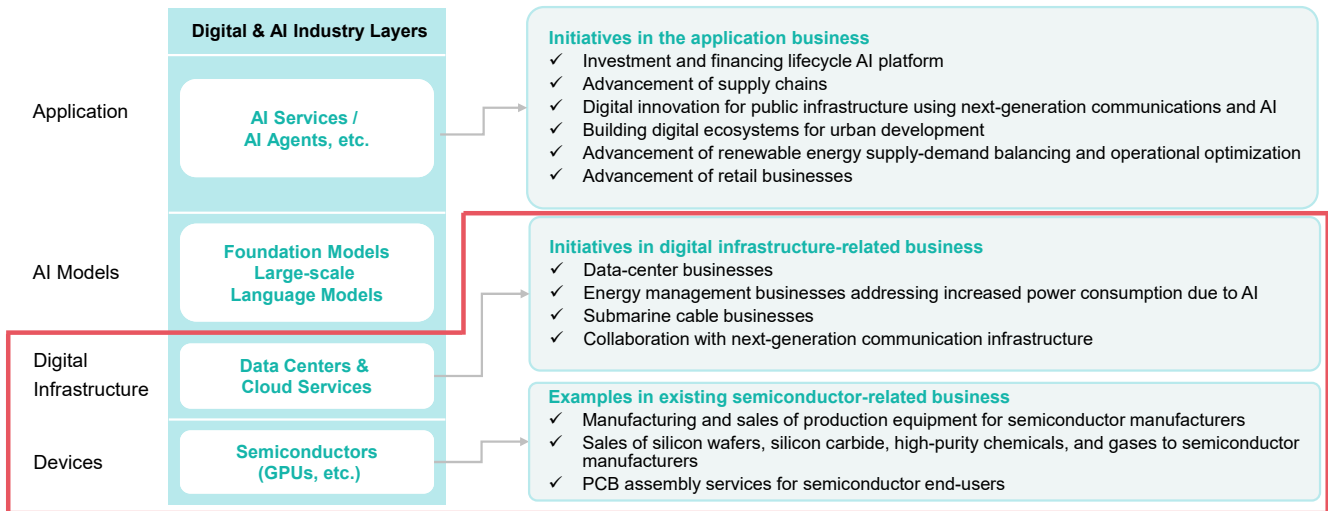
Basic Workflow of Store Operations



*1 PoC: Proof of Concept *2 L.S.P: Labor Scheduling Program

The Four Layers of the Digital and AI Industry

- In addition to implementing AI services and AI agents at the application layer, we will also advance digital-infrastructure development, semiconductor-related business and cybersecurity initiatives, all of which are required for the rapid expansion of digital and AI technologies.



Case Study 4 (Digital Infrastructure/Device Layer)

Digital infrastructure layer


PROJECT 07 Submarine communication cable businesses connecting Japan and Asia

Background

Submarine cables are increasingly recognized worldwide as critical infrastructure supporting the rapidly expanding global digital economy, carrying approximately 99% of international data traffic. In particular, Japan, situated between Asian countries and the United States, plays a vital role as a data hub in the Asia-Pacific region.

Solution overview

- Sumitomo Corporation will begin construction of a submarine cable connecting Japan, Malaysia, and Singapore, serving as a foundation to support the development of the digital economy across Asian countries and regions. It will also enable connections to South Korea, the Philippines, Taiwan, and other destinations.
- By establishing a highly reliable, high-capacity communications infrastructure linking Asia from Japan, we aim to provide stable support for the global flow of data and enable the implementation of new value creation models driven by digital and AI.



Sumitomo Corporation | Enriching lives and the world



© 2026 Sumitomo Corporation

Digital infrastructure layer

PROJECT 08 Data-center businesses

Background/overview

Data centers serve as the foundational infrastructure that underpins value creation models based on the utilization of digital and AI. Under the DAIS initiative, the Sumitomo Corporation Group supports the evolution toward a business structure that leverages digital and AI as competitive advantages by developing data distribution and processing infrastructure.





Device layer

PROJECT 09 Semiconductor-related businesses

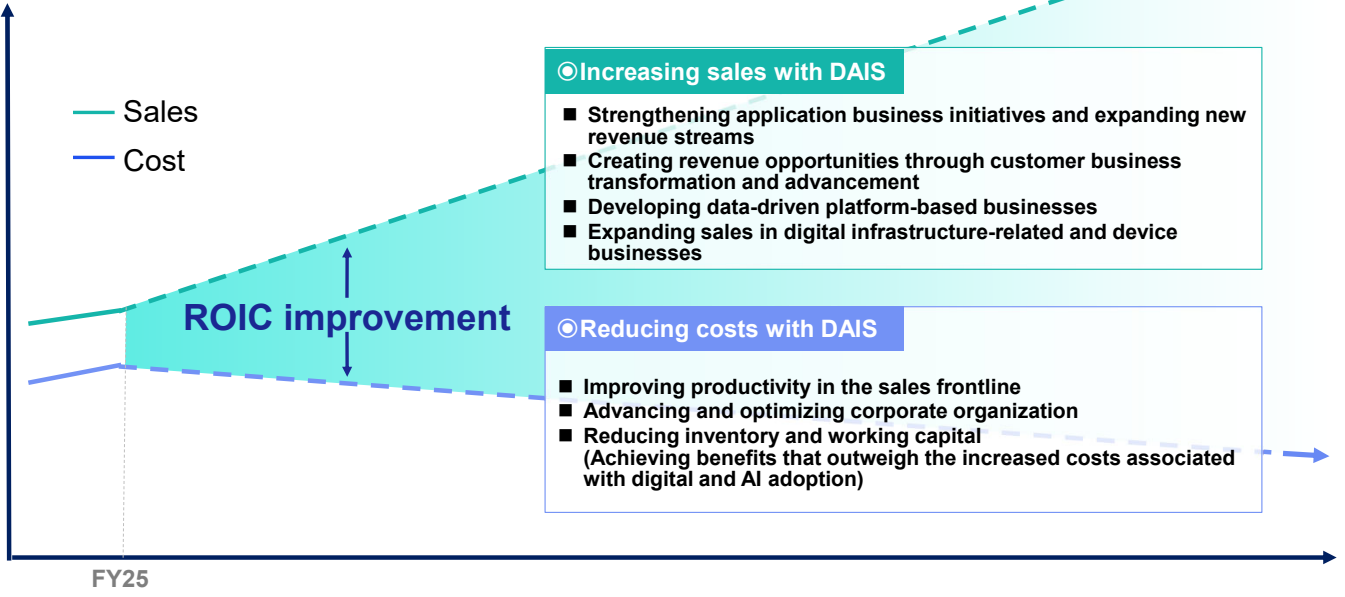
Background/overview

With the rapid spread of digital and AI, semiconductors have become core devices that underpin data centers, telecommunications infrastructure, and the advancement of AI. Sumitomo Corporation Group operates across every stage of the semiconductor supply chain—including manufacturing equipment, materials, high-purity chemicals and gases, and electronic board assembly—contributing to value creation.



Growth through Pillar 2

● DAIS aims to achieve sales growth and cost reductions, improved ROIC.

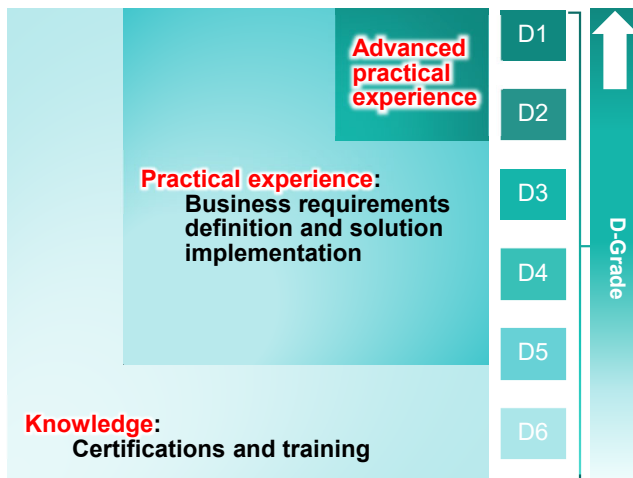


This slide shows an image of growth in Pillar 2.

In the application, digital infrastructure, and device layers explained above, we will work to improve ROIC by expanding sales through the creation of new revenue opportunities and reducing costs by improving productivity and efficiency.

Implementation of the Digital Skills Certification System “D-Grade”

- The implementation of the D-Grade aims to enhance and visualize the digital skills of all employees and executives.
- The system places emphasis on “Knowledge (certifications and training)” and “Experience” gained through implementation in business settings, with the difficulty level of the experience influencing grade certification.
- Through the D-Grade, we will build a talent pool to support company-wide strategic talent management (including talent development and placing the right people in the right roles).



Leading social and industrial transformation through DAIS

- We will work with digital and AI partners (e.g. SCSK) to drive business ideation, business requirements definition, and solution implementation, thereby building a new value creation model
- All executives and employees are required to obtain a specific grade through knowledge acquisition and implementation experience
- D-Grade certifies a broad range of digital skills tailored to diverse business environments

This slide explains the Digital Skill Certification System, or D Grade, a human resource development measure designed to strengthen DAIS's ability to execute.

As featured in an article in the media today, this program was introduced for all executives and employees to improve and visualize their digital skills.

A key feature of this system is that it emphasizes implementation experience in the business field, rather than mere knowledge. In this way, we will develop human resources who can actually contribute to value creation at the business site, rather than just having skills on a desk, and promote the placement of the right people in the right positions, thereby enhancing DAIS's ability to execute.

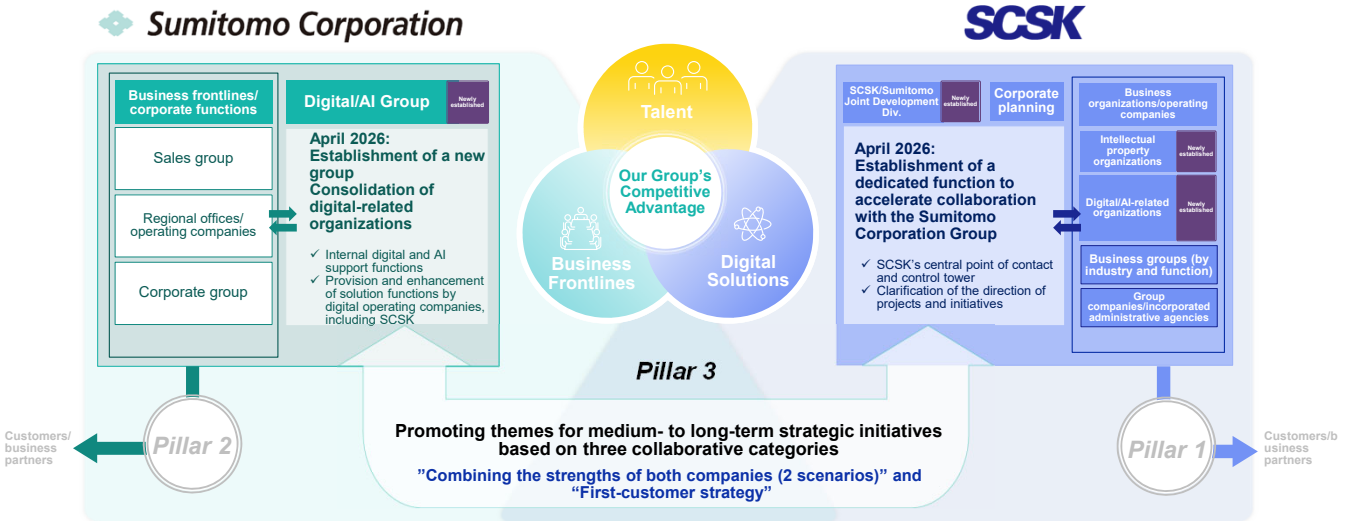
So far, we have discussed the Pillar 2, growth of the Sumitomo Corporation Group through DAIS.



Finally, I would like to explain Pillar 3, growth through collaboration between the Sumitomo Corporation Group and SCSK.

Growth Through Collaboration Between the Sumitomo Corporation Group and SCSK

- In April 2026, we established a framework to accelerate digital technology and AI and lay the groundwork for implementing collaboration between the two companies.
- We will accelerate value creation through specific projects and initiatives and use these results as a starting point to drive transformation across society and industry as a whole.



This slide explains the structure of the collaboration.

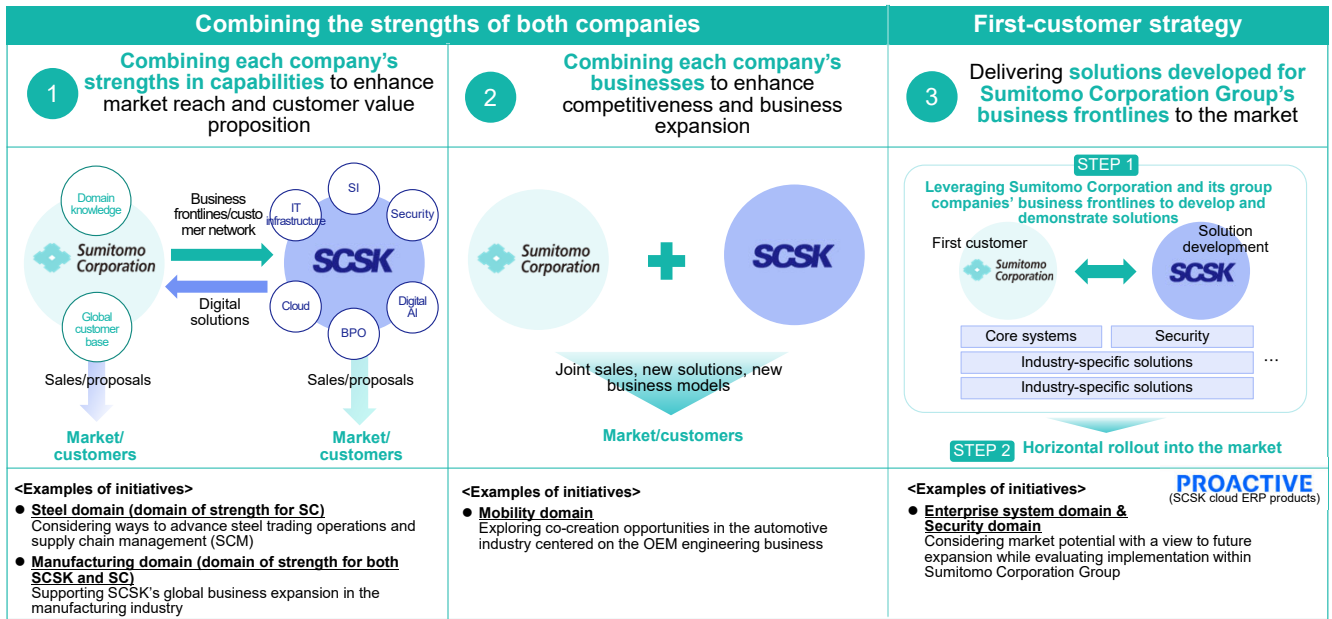
In April of this year, we established a new Digital AI Group to consolidate our digital-related organizations and human resources.

SCSK, on the other hand, established SCSK / Sumitomo Joint Development Division in April to accelerate collaboration with our company, which will serve as a company-wide contact point and command post.

Currently, in addition to individual projects, several cooperative subcommittees have been formed to study strategic themes.

In this way, we will accelerate growth by combining the strengths of both companies in terms of specific projects and strategic themes, and through our first-customer strategy.

Three Categories of Collaborative Business Initiatives to be Promoted



This slide describes the type of cooperative business. From left to right, there are three types.

The first is to enhance sales and proposal capabilities to markets and customers by combining functions in which both companies have strengths. As an example of our efforts, in the steel area, we are advancing the sophistication of trade operations and supply chain management by adding SCSK's strength in digital technology to our strength in industry knowledge and know-how in trade operations. By bringing in the different strengths of the two companies, this initiative aims to create new value and establish a competitive advantage.

The second is to combine businesses in which both companies have strengths in order to increase their competitive advantage and expand their businesses.

The third strategy is for us to become the first-customer by providing the business frontlines, SCSK will develop the solution, and SCSK will expand the business for the industry by using the developed product as an offering.

Through these three types of businesses, we will accelerate growth through collaboration while accumulating concrete projects.

Case Study Introduction

Case Study 1: Mobility – Combining the strengths of both companies

SCSK's strengths (digital implementation capabilities)

- Software development capabilities covering both In-Car and Out-Car domains
- Verification (quality/security)
- Track record with automotive OEMs

SCSK Group

SCSK

VERISERVE
Software quality assurance/testing

Sumitomo Corporation Group's strengths

- SCAE's upstream design and development consulting capabilities, SCTM (Tech Mahindra)'s design and development resources and IT expertise in India
- Customer relations, industry expertise, and a global network within the automotive industry

Operating companies

SC Automotive
Engineering Co., Ltd.
(Consulting/engineering support)SCTM Engineering
(Global engineering service)

Approach to the market

Strengthening competitiveness and expanding the business in the OEM software engineering domain

Market size:
approx. 1 trillion yen¹

*1 Estimates based on report by the Yano Research Institute

Case Study 2: ERP – First-customer strategy

SCSK's strengths (in-house intellectual property)

- AI-native ERP products that bridge management and operations
- Portfolio of offerings tailored to specific business functions and industries
- Over 7,500 successful implementations

PROACTIVE
(SCSK cloud ERP products)

Sumitomo Corporation Group's frontlines (first customer)

- Providing insights and expertise from the frontlines of operating companies
- Creating opportunities for SCSK to expand its offerings by being the first customer to adopt solutions early on

Horizontal rollout into the market
Expanding our business offerings for the industry

Market size:
2 to 4 trillion yen²

*2 Estimates based on multiple market reports

Two specific examples are presented on this page.

First is the case of mobility.

SCSK is engaged in the automotive software engineering business and provides comprehensive services to Japanese automotive OEMs, including software development as typified by Software Defined Vehicle (SDV), as well as software quality assurance and verification through its subsidiary, VeriServe.

On the other hand, the Sumitomo Corporation Group also has a global engineering function through SC Automotive's upstream consulting for design and development and SCTM.

In this way, by combining the strengths of both companies, we will increase our competitiveness in the automotive software domain and promote the expansion of our software engineering business for OEMs.

The following is an example of a first-customer strategy.

SCSK's cloud ERP, PROACTIVE, has been implemented by over 7,500 companies.

The Sumitomo Corporation Group itself, as the first-customer, will incorporate its trade knowledge and business know-how into the definition of requirements and work with SCSK to create and implement the solution.

SCSK will expand this as an industry offering solution for the industry.

So far, we have discussed Pillar 3, growth of the Sumitomo Corporation Group through DAIS.



Take your business to new heights and discover uncharted horizons with Digital & AI

The Sumitomo Corporation Group's DAIS (Digital & AI Strategy)

Take your business to new heights and discover uncharted horizons with digital & AI. The Sumitomo Corporation Group will lead the transformation of society and industry through DAIS.

[END]