

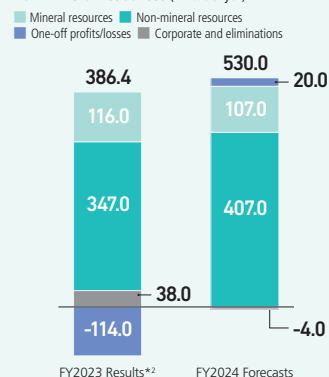


# List of Group businesses

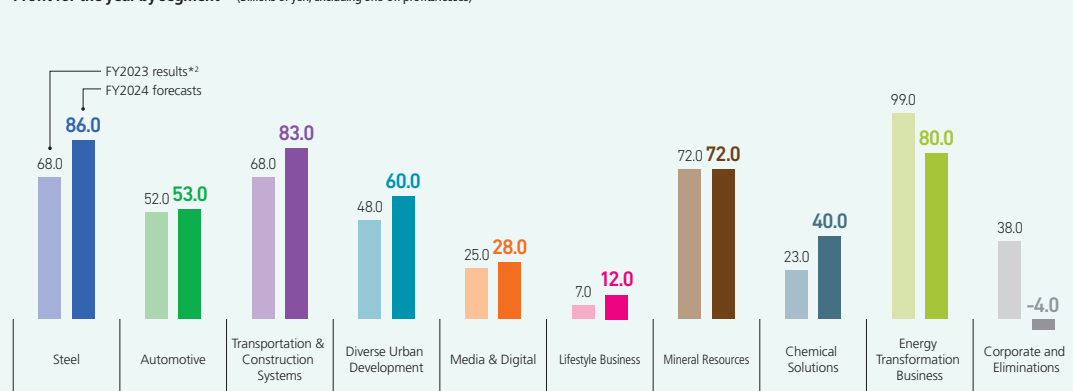
Group	Steel Group	Automotive Group	Transportation & Construction Systems Group	Diverse Urban Development Group	Media & Digital Group	Lifestyle Business Group	Mineral Resources Group	Chemical Solutions Group	Energy Transformation Business Group
									
SBU*1	<ul style="list-style-type: none"> <li>Energy Tubular</li> <li>Steel Products</li> <li>Steel GX</li> </ul>	<ul style="list-style-type: none"> <li>Automotive Manufacturing and Engineering</li> <li>Automotive Sales &amp; Marketing</li> <li>Mobility Services</li> <li>Tire</li> <li>Beyond Mobility</li> </ul>	<ul style="list-style-type: none"> <li>Leasing</li> <li>Commercial Aviation</li> <li>Aerospace Defense &amp; Technology</li> <li>Ship &amp; Marine</li> <li>Construction &amp; Mining Systems</li> </ul>	<ul style="list-style-type: none"> <li>Real Estate</li> <li>Industrial Park and Sustainable City</li> <li>Industrial System &amp; Material</li> <li>Logistics and Insurance</li> <li>Social Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Digital</li> <li>Smart Communication Platform</li> <li>5G</li> <li>Cable Platform</li> <li>Media Commerce &amp; Contents</li> <li>Innovation &amp; Investment</li> </ul>	<ul style="list-style-type: none"> <li>Retail</li> <li>Food</li> <li>Global Fruit and Vegetables</li> <li>Healthcare</li> </ul>	<ul style="list-style-type: none"> <li>Non-Ferrous Metals</li> <li>Aluminium</li> <li>Coal and Nuclear Fuel</li> <li>Iron &amp; Steel Making Raw Materials and Carbon</li> <li>Commodity Business</li> </ul>	<ul style="list-style-type: none"> <li>Basic Chemicals</li> <li>Electronics</li> <li>Green Chemical</li> <li>Life Science</li> <li>Agri Business</li> </ul>	<ul style="list-style-type: none"> <li>Energy Innovation Initiative</li> <li>Japan Energy Solution</li> <li>Overseas Energy Solution</li> <li>Indonesia Energy Solution</li> <li>Gas Value Chain</li> <li>Maritime Energy Solution</li> </ul>
Business Lines	<ul style="list-style-type: none"> <li>Trade of steel products (steel sheets, tubular products, and railway products)</li> <li>Processing of steel sheets, tubular products, and railway products, and other related businesses</li> </ul>	<ul style="list-style-type: none"> <li>Manufacturing, distribution, finance, lease, and peripheral businesses of automotive products, tires and related products, as well as mobility service business</li> </ul>	<ul style="list-style-type: none"> <li>Trade and operations for aircrafts, aerospace-related products, and ships, as well as general lease &amp; finance business</li> <li>Sales, services, rental, and trading of construction, mining, agricultural, and industrial equipment, together with related products</li> </ul>	<ul style="list-style-type: none"> <li>Real estate business, including office buildings, retail facilities, residences, logistics facilities, hotels, and real estate funds</li> <li>Development and management of sustainable cities and industrial parks</li> <li>Businesses related to construction material and equipment, including construction materials, cement, air conditioning, and electrical facilities</li> <li>Business related to industrial facilities and communication infrastructure</li> <li>Integrated logistics infrastructure business and insurance business</li> <li>Social infrastructure business, including transportation, airports, ports, and water infrastructure business</li> </ul>	<ul style="list-style-type: none"> <li>Digital solution business and digital media-related business</li> <li>Smart communications infrastructure business and value-added service business</li> <li>Businesses related to fifth-generation (5G) mobile communication systems</li> <li>Media businesses in cable television and multi-channel programming distribution</li> <li>TV shopping business and video content-related business</li> <li>Global corporate venture capital and private equity</li> </ul>	<ul style="list-style-type: none"> <li>Retail business such as supermarkets</li> <li>Food products including perishable food (meat, fruits, and vegetables) and food raw materials (fruit juice, grains, oils, sugar, and sweeteners)</li> <li>Healthcare business, such as drugstores and managed care business</li> </ul>	<ul style="list-style-type: none"> <li>Development and trading of non-ferrous metal raw materials such as copper, nickel, and aluminium, precious metals, coal, iron ore, and nuclear fuel, trading of carbon-related raw materials and products, non-ferrous metal products and related businesses, commodity derivatives, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Businesses related to basic chemicals (organic/inorganic chemicals and plastics), green chemicals, semiconductor/battery materials, electronic, pharmaceuticals, cosmetics, animal health products, veterinary medicine, agricultural materials (e.g., crop protection products, fertilizers), and next-generation agriculture and food production systems</li> </ul>	<ul style="list-style-type: none"> <li>Carbon-free energy-related business</li> <li>New power and energy services business</li> <li>Carbon management business (nature base)</li> <li>Power infrastructure business</li> <li>Offshore infrastructure business</li> <li>Bunker fuel and lubricant supply and next-generation marine fuel business</li> <li>LNG projects and city gas distribution</li> <li>Trading of natural gas, power and environmental products, and LNG</li> <li>LPG business development</li> </ul>

\*1 SBU: Strategic Business Unit

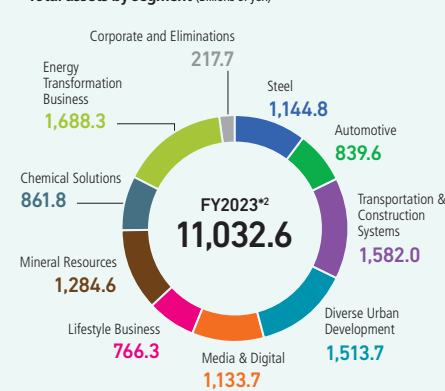
## Profit for the year by mineral resources non-mineral resources (Billions of yen)



## Profit for the year by segment\*3 (Billions of yen, excluding one-off profits/losses)



## Total assets by segment (Billions of yen)



\*2 Due to the reorganization carried out as of April 1, 2024, the figures are described on a reclassified basis.

\*3 Profit for the year by segment is rounded to the nearest billion yen.



# Steel Group

Leverage our global steel product supply chain to contribute to the achievement of carbon neutrality in the industry and create new functions and value.

**Katsuya Inubushi**  
Group CEO, Steel Group



## Main Business Fields

Our customer base covers a wide range of industries that use steel products, including energy, construction, transportation equipment manufacturing, and electrical appliances and consumer electronics. We are developing unique supply chains globally to meet the diverse needs of each of these industries.

## Major Group Companies

- Steel Products SBU  
Sumitomo Corporation Global Metals
- Energy Tubular SBU  
Eryngium, Edgen

## Group Business Development



Supply of oil country tubular goods (OCTG) to oil fields in the North Sea



Steel service center operations worldwide



Special steel manufacturing business in India



Supply of oil country tubular goods (OCTG) and line pipe to major energy companies



North American railway product manufacturing business



Crankshaft manufacturing business

## Key Group Strengths

- Expertise, solution capabilities, and an extensive customer network in steel products and tubular products
- Global development of a strong supply chain firmly rooted in each region
- One of the world's largest oil country tubular goods (OCTG) distribution businesses and strategic partnerships with energy majors
- Leading market shares in unique segments such as railway products

## Group Business Environment

- The North American energy industry remains cautious about drilling new wells, and the number of oil and gas active rigs (rig count) remains low
- Movement toward local production and local consumption in Europe and other countries where the Carbon Border Adjustment Mechanism (CBAM) regulations have been introduced
- Sluggish utilization of steel service centers due to the economic slowdown caused by inflation and high interest rates

## Growth-driving business

## Steel Group's Global Supply Chain

We aim to leverage our accumulated strengths to increase earnings in regions where demand is increasing alongside economic growth and in markets where demand is increasing in line with energy transition.



## Growth Opportunities and Risks

### Opportunities

- Social demand for a decarbonized/recycling-oriented society
- Development of urbanization and railway infrastructure in emerging countries
- Environmental response for various transportation equipment

### Risks

- Volatile fluctuations in mineral resource, steel raw material, and product prices
- Fluctuations in the global supply-demand balance
- Structural changes in the industry and transition to alternative materials for existing products in conjunction with energy transition

## Business Strategy

- Leverage our global supply chain network to closely monitor the changing situation in the global steel industry and thus maintain and expand earnings in the steel business
- Strengthen regional sales capabilities and manage inventory risk to improve resilience to market volatility



# Automotive Group

Lead the transformation of mobility and  
create new values.

**Norihiko Nonaka**  
Group CEO, Automotive Group



## Main Business Fields

We are globally developing businesses in each field of the automotive industry, including manufacturing, sales and marketing, leasing and related services of automobiles, automotive components, tires, and other products, with a bird's eye view of the industrial value chain.

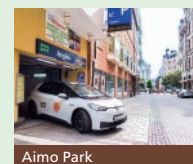
## Major Group Companies

- **Automotive Manufacturing and Engineering SBU**  
KIRIUI, Hirotec Mexico,  
SC Automotive Engineering
- **Automotive Sales & Marketing SBU**  
TOYOTA UKRAINE, TOYOTA LIBYA,  
MOTO-PFOHE EOOD
- **Mobility Services SBU**  
Sumitomo Mitsui Auto Service, OTO\*1/SOF\*2, Aimo Park
- **Tire SBU**  
TBC Corporation
- **Beyond Mobility SBU**  
SC-ABeam Automotive Consulting

\*1 Oto Multiartha \*2 Summit Oto Finance

## Group Business Development

- Engineering services
- Manufacture of automobile parts
- Automotive sales and marketing
- Leasing, rental, subscriptions
- EV-related products
- Tire sales
- Automotive finance
- Car park operations and other services



Aimo Park



Sumitomo Mitsui Auto Service



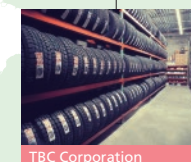
SC Automotive Engineering



Automotive sales and marketing business



KIRIUI Group



TBC Corporation

## Key Group Strengths

- Business portfolio covering automotive manufacturing, sales, finance, and services on a global basis
- Network and partnerships with major OEMs and other key players in the industry
- Operational experiences in various countries (including high-volatility regions), risk management skills, and high-quality talent pool

## Group Business Environment

- Growing need for automobiles to support economic development and increasing movement of people and goods in each country
- Shift from ownership to utilization (leasing, rental, subscriptions, etc.)
- Spread of eco-friendly vehicles to achieve carbon neutrality
- Advancement of reusing and recycling to build a circular economy

## Growth-driving business

## Mobility platformer for a sustainable society

### [Sumitomo Mitsui Auto Service's growth strategy]

As a leading company in the auto-leasing industry, we will create a sustainable future by providing comprehensive mobility services that meet all kinds of needs related to the movement of people and goods, in order to contribute to the development of an automobile society and global sustainability.

One-stop EV-related  
services

Mobility  
services



Global  
development

KIRIUI



Auto leasing business



Number of vehicles owned  
and managed by the Group  
Approx. 1.02 million

## Growth Opportunities and Risks

Opportunities

- Growing demand for automobiles in emerging regions, such as ASEAN and the Middle East
- New business opportunities stemming from changes in market and customer needs due to electrification, sharing, autonomous driving, etc.
- Changing competitive landscape and accelerated restructuring in each sector of the automotive industry due to technological innovation

Risks

- Slowing economic growth and rising business costs due to inflation and high interest rates
- Supply chain disruptions and deteriorating business environment caused by geopolitical risks

## Business Strategy

- Promote growth by expanding the product lineup and sales and service network in the automotive sales and marketing business
- Expand the scale of earnings by increasing the value of the parts manufacturing, sales finance, and tire sales businesses
- Expand services in the mobility service domain centered on automobile leasing, and capture new business opportunities



# Transportation & Construction Systems Group

Drive ESG management in construction equipment, shipping, and aerospace businesses, and leverage financial solutions and cutting-edge technologies, to create new social value in the global market.

Takao Kusaka

Group CEO, Transportation & Construction Systems Group



## Main Business Fields

We operate an aircraft and engine leasing business; a ship and marine business; an aerospace and security business; a construction and mining equipment sales, service, and rental business; and a business that combines the functions of the Group's leasing and financing companies with those of a trading company.

## Major Group Companies

- Leasing SBU  
Sumitomo Mitsui Finance and Leasing (SMFL)
- Commercial Aviation SBU  
SMBC Aviation Capital, SMBC Aero Engine Lease, SMFL LCI Helicopters, Werner Aero

- Aerospace Defense & Technology SBU  
Sumisho Aero-Systems, Sumitomo Precision Products
- Ship & Marine SBU  
Oshima Shipbuilding, Triton Navigation, Sumisho Marine
- Construction & Mining Systems SBU  
SMS Equipment, Sunstate Equipment, Linder Industrial Machinery

## Group Business Development

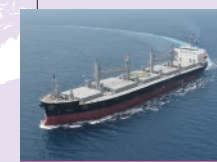
- Leasing SBU
- Commercial Aviation SBU
- Aerospace Defense & Technology SBU
- Ship & Marine SBU
- Construction & Mining Systems SBU



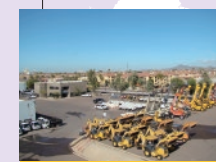
SMBC Aviation Capital  
(Aircraft leasing)



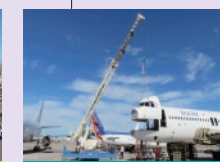
Sumitomo Mitsui Finance and Leasing (SMFL)  
(Leasing and financing)



Oshima Shipbuilding  
(Shipbuilding)



Sunstate Equipment  
(Rental of construction equipment)



Werner Aero  
(Aftermarket aircraft parts)



SMS Equipment  
(Construction and mining equipment sales and services)

## Key Group Strengths

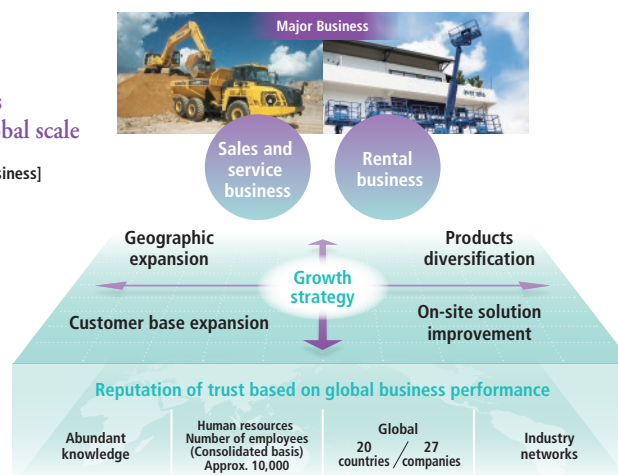
- Track record of providing financial solutions and solution capabilities in a wide range of industries
- Knowledge of commercial aircraft leasing and maintenance business and world-class fleet of leased aircraft
- Business experience in aerospace, security, and precision technology areas and positive approach to new technologies
- Comprehensive business group and solid customer base covering ship manufacturing, trading, operation, and chartering
- Management track record and talented human resources in our construction equipment sales/service dealers and rental companies

## Growth-driving business

### Long-accumulated strengths represent new value on a global scale

#### [Construction & mining equipment business]

We operate in continuously growing industrial fields backed by infrastructure construction in developed countries and urbanization and resource development in emerging countries. In these fields, we leverage our strengths of a solid business foundation and abundant experience to contribute to the realization of affluent lives for people and the world through our business operations.



## Group Business Environment

- Passenger and aircraft demand, marine freight demand, and infrastructure construction demand are expected to increase as the world's population grows
- Investments to meet demand for renewable energy (such as solar power and offshore wind power) are growing over the long term
- National aerospace defense-related expenditures are expected to expand amid the growing importance of security

## Growth Opportunities and Risks

### Opportunities

- Opportunity to create new business models using digital and other new technologies
- Accelerating R&D and increasing demand for new technologies (such as AI, 5G/6G, and quantum computing)
- Growing shift to decarbonized society and increasing need for low-carbon and carbon-free products and services

### Risks

- Heightened geopolitical risk
- Existing financial business maturing and facing intensifying competition
- Labor shortages in manufacturing, maintenance, repair, and other frontline activities
- Increased competition and high steel prices in the shipbuilding industry

## Business Strategy

- Increase prime assets and improve asset efficiency in the general leasing and aircraft leasing businesses and establish the "Assets x Finance x Services" business in new areas (such as GX)
- Expand the agency business in aerospace defense fields, add inventory and maintenance functions, and incorporate new technologies
- Strengthen market resilience in the ship business, expand the ship-owning business, and actively invest in offshore wind power and other marine development fields
- Broaden the customer base and provide on-site support solutions through regional and product expansion in the construction & mining equipment business





# Diverse Urban Development Group

Filling communities and lives with smiles and compassion through real estate and infrastructure business.

Yukihito Honda

Group CEO, Diverse Urban Development Group



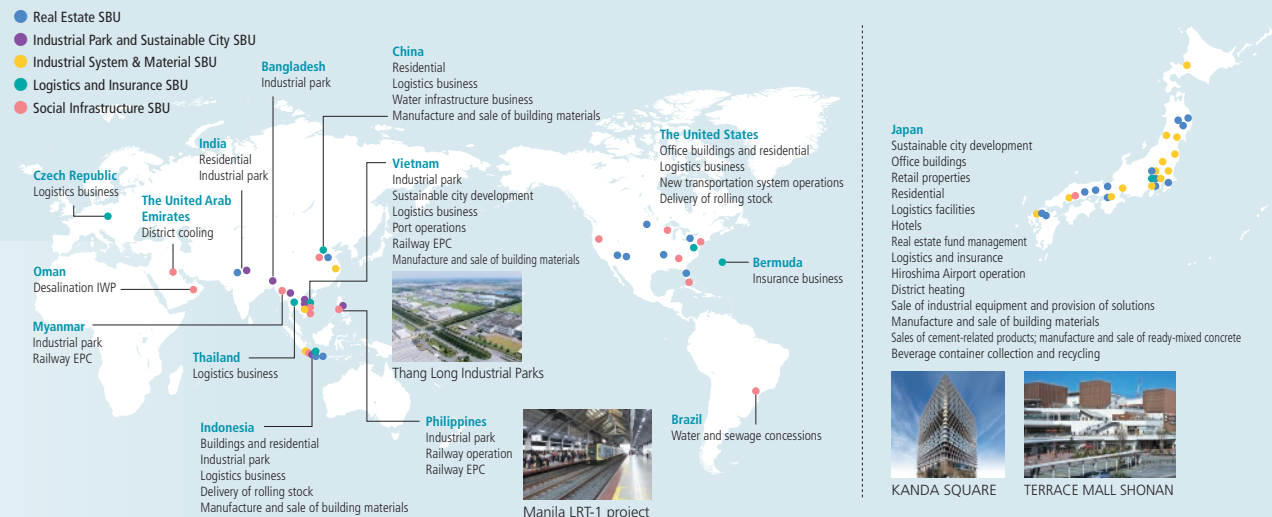
## Main Business Fields

We engage in the development, operation, and asset management of real estate, industrial parks, sustainable cities, and urban infrastructure, as well as the manufacture and sale of construction materials and sales of industrial equipment. We also engage in logistics and insurance-related businesses.

## Major Group Companies

- **Real Estate SBU**  
Sumisho Realty Management, Sumisho Building Management, Sumisho Tatemono
- **Industrial System & Material SBU**  
S.C.Cement, Sumitomo Shoji Machinex
- **Logistics and Insurance SBU**  
Sumisho Global Logistics, Sumisho Insurance
- **Industrial Park and Sustainable City SBU**  
Thang Long Industrial Park, North Hanoi Smart City Development Investment
- **Social Infrastructure SBU**  
Muscat City Desalination Company, Crystal Mover Services

## Group Business Development



## Key Group Strengths

- Comprehensive business capabilities that combine advanced and substantial expertise, networks, and customer bases in each business field
- Strong presence in local communities thanks to reliable business operations that accurately meet the needs of each country and society
- Structuring capabilities for creating stable frameworks to manage diverse projects and businesses

## Group Business Environment

- Growing awareness of dangers posed by the global environment and future living environments, and the need to address increasingly large-scale natural disasters
- Continuously changing living and business environments stemming from geopolitical risks and the digital revolution
- Capital inflows to stable markets (Japan and the United States) and growth markets (emerging nations) leading to rising asset prices

## Growth Opportunities and Risks

- | Opportunities  | Risks  |
|--|--|
| <ul style="list-style-type: none"> <li>● Increasing demand for infrastructure and urban development that is environmentally friendly, safe, and disaster-resistant</li> <li>● Ongoing transformation of global manufacturing and distribution networks due to rising geopolitical risks and environmental responses</li> <li>● Increasing demand for urban development and redevelopment in consideration of the natural environment and the pursuit of affluent lifestyles</li> </ul> | <ul style="list-style-type: none"> <li>● Changes in market needs and business models in response to geopolitical risks (real and latent)</li> <li>● Continuously intensifying competition due to DX and AI technologies and entry of players from emerging countries and different industries</li> <li>● Impact of rising construction costs and capital market fluctuations on domestic and overseas real estate markets</li> </ul> |

## Business Strategy

- We will leverage our "development capabilities in base/facilities\*1," "development capabilities in grid/rails\*2," and "area development capabilities\*3" to adopt varying approaches to comprehensive urban development and thus enable the Group to provide diverse value globally
- With emphases on "energy efficiency" (environmentally friendly living), "well-being" (affluent and aspirational living), and "resilience" (safe and secure living), we will engage in urban development that provides high quality and sustainable value on a global scale, thus enhancing the brand value of the Group's initiatives and projects in local communities

\*1 Development in base/facilities: Office buildings, residence, hotels, airports, ports, etc.

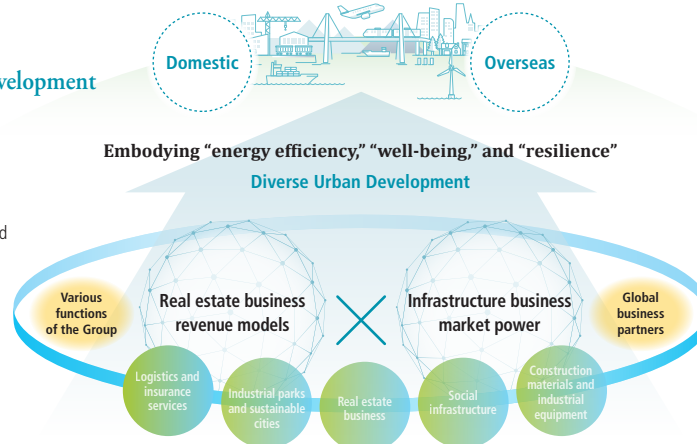
\*2 Development in grid/rails: Railways, water supply, logistics, etc.

\*3 Area development: Retail properties, mixed-use buildings, industrial parks, sustainable cities, etc.

## Growth-driving business

## Comprehensive urban development drawn from master plans

We have more than 5,000 hectares of land under comprehensive development globally, including residential land, industrial parks, and sustainable cities. Based on this foundation, we aim to become the world's No.1 Japanese-affiliated "Diverse Urban Developer" that combines multiple functions to realize affluent lifestyles for communities and societies.





## Media & Digital Group

In the field of media and digital technology, we combine cutting-edge technologies with our strengths to create new value and contribute to the realization of a sustainable society.

Shinichi Kato

Group CEO, Media & Digital Group



### Main Business Fields

We engage in the digital solutions business, smart communications infrastructure business, mobile value-added services business, 5G (5th-generation mobile communications) related business, media businesses in cable television, TV shopping business, and global corporate venture capital business (start-up investments, or GCVC).

### Major Group Companies

- Digital SBU  
SCSK, SC Digital
- Smart Communication Platform SBU  
T-Gaia, Safaricom Telecommunications Ethiopia
- 5G SBU  
Sharing Design
- Cable Platform SBU  
JCOM
- Media Commerce & Contents SBU  
Jupiter Shop Channel (SHOP)

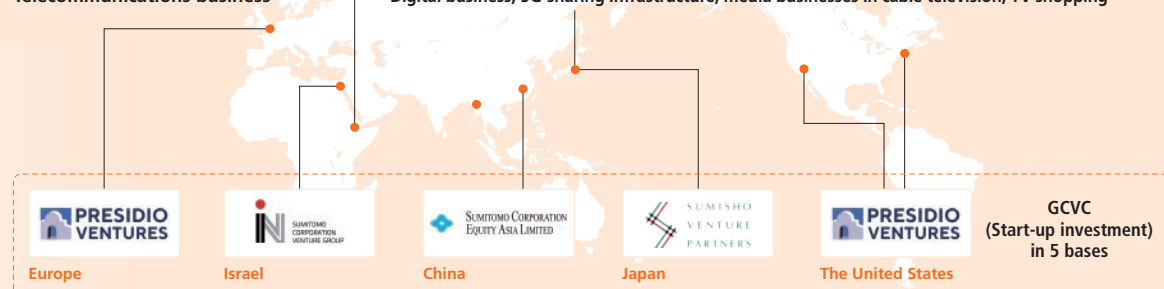
## Group Business Development



Ethiopia  
Telecommunications business



Japan  
Digital business, 5G-sharing infrastructure, media businesses in cable television, TV shopping



## Key Group Strengths

- IT business foundation × Cutting-edge technology (GCVC business investee company) × Development talent
- Domestic network directly connected to consumers (JCOM: 5.67 million households, SHOP: 30.25 million viewable households)
- Expertise in building overseas telecommunications infrastructure (skills × specialized human resources)

## Group Business Environment

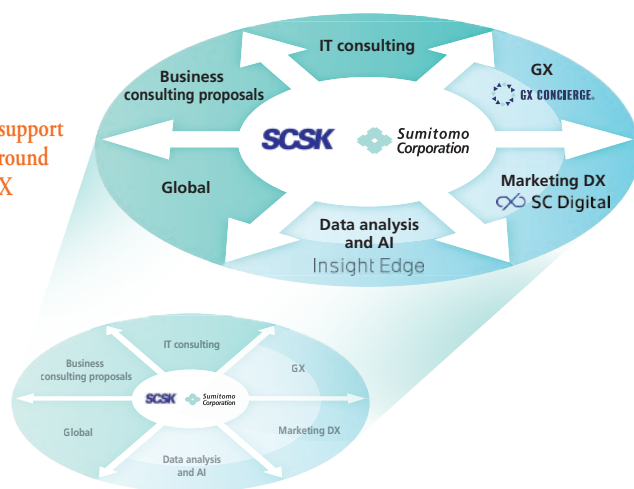
- Overall IT investment demand is expected to grow despite the uncertain economic outlook; competition for IT personnel is intensifying due to the shortage of IT personnel
- Changing customer base due to domestic factors, such as the declining birthrate, an aging population, increasing single-person households, and decreasing consumer spending
- Increasing geopolitical risks, inflation, and other factors causing the unit prices of goods and services to rise

### Growth-driving business

Growth of both Sumitomo Corporation and SCSK will support the evolution of businesses around the world through IT and DX

#### [Digital Business]

While expanding/upgrading SCSK's core business, Sumitomo Corporation will leverage its experience in launching new businesses, its business foundation, and overseas business management know-how to broaden its businesses.



## Growth Opportunities and Risks

### Opportunities

- New markets emerging and expanding due to social adoption of new digital technologies alongside the growing importance of digital and data utilization (SCSK, GCVC)
- New markets replacing existing ones as the speed of social change increases (JCOM, SHOP, overseas telecommunications business)

### Risks

- Changes in the global industrial structure and consumer behavior as a result of digital disruption
- Intensified competition to secure IT and DX human resources across various industries
- Competition arising from the fusion between broadcasting and telecommunications
- Emergence of country risks, especially in developing nations, due to changes in policies and regulations

## Business Strategy

- Expand the digital solution business and enhance digital-related functions
- Strengthen the information/telecommunications infrastructure business and expand/upgrade value-added services
- Expand/upgrade domestic 5G-sharing infrastructure and solutions
- Leverage the cable platform to expand/upgrade new services
- Align with Over The Top (OTT) and enhance mobile services
- Tap and utilize cutting-edge technologies with a focus on GCVC (now 5 bases) and PE sites



# Lifestyle Business Group

Address social issues related to food and health from consumers' perspectives to make their lives more enjoyable.

Kotaro Tameda  
Group CEO, Lifestyle Business Group



## Main Business Fields

We operate retail businesses (including supermarkets and brands), food businesses (including food products, food ingredients, and fresh produce), and healthcare businesses (including drugstores, pharmacies, and managed care organizations, clinics).

## Major Group Companies

- Retail SBU  
Summit, Feiler Japan
- Food SBU  
SC Foods, WELLNEO SUGAR
- Global Fruit and Vegetables SBU  
Fyffes International, Highline Produce
- Healthcare SBU  
Tomod's, SC Healthcare Holdings, CareClinics Healthcare Services

## Group Business Model



## Key Group Strengths

- Retail business operation know-how and customer access cultivated through Summit and Tomod's business
- Knowledge of healthcare business in Japan and overseas, ability to build business models, and market presence
- Robust global platform for food distribution and sale

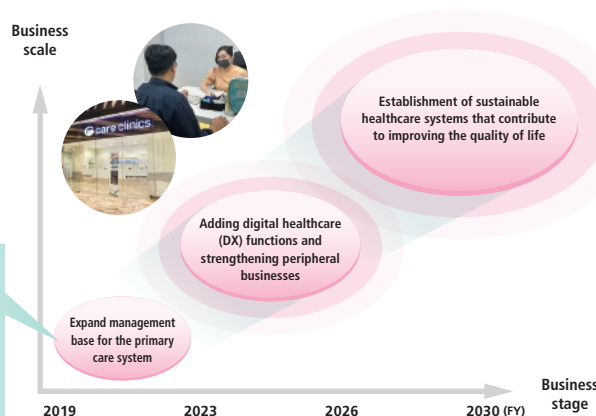
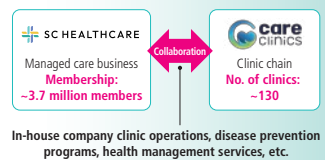
## Group Business Environment

- Diversifying consumer values and lifestyles
- Growing consumer awareness about food and health
- Need to optimize medical costs due to accelerated aging of population
- Expectations for sustainable products, services, and management

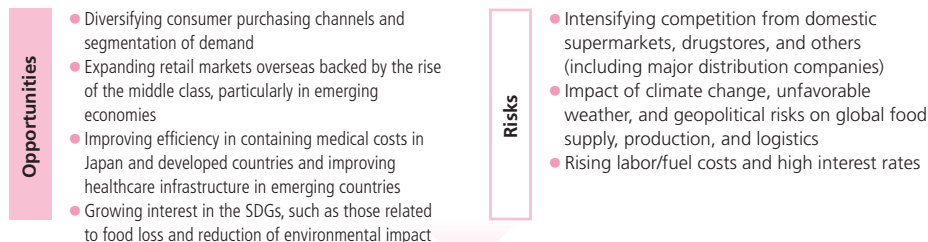
## Growth-driving business

## Healthcare business contributing to the medical cost containment in Malaysian local communities

Leveraging our chain store operation knowledge, cultivated in the retail business, we help contain medical costs in Malaysia, specifically through collaboration between our clinic business (which provides convenient, high-quality medical services) and our managed care business (which connects medical institutions, insurance companies/corporations, and patients to provide optimal medical care to the public), with the addition of digital technologies.



## Growth Opportunities and Risks



## Business Strategy

- Expand our store networks (supermarkets, drugstores, and pharmacies) in Japan and overseas, and deploy know-how, DX, and data to roll out new businesses
- Broaden our primary care system and community-based comprehensive care-related businesses to address rising medical costs both in Japan and overseas
- Leverage our expertise in sales and processing of food and foodstuffs (cultivated in Japan and overseas) and our network to expand our earnings base and develop businesses in growth markets



# Mineral Resources Group

Through mineral resource development and the construction of its value chain, we will provide value that is unique to us and contribute to the development of industry and the realization of a sustainable society in Japan and around the world, thereby creating an enriched future for all.

Koichiro Yazaki

Group CEO, Mineral Resources Group



## Main Business Fields

We promote the development/operation of interest in such commodities as copper, nickel, aluminium, coal, iron ore, and precious metals, and the sale of their respective products, as well as the trading business that provides a wide range of functions including use of commodity derivatives.

## Major Group Companies

- Non-Ferrous Metals SBU
  - SMM Cerro Verde Netherlands, SC
  - Quebrada Blanca, Ambatovy Minerals
- Aluminium SBU
  - Press Metal Bintulu, Tri-Arrows
  - Aluminum, SUMISHO METALEX
- Coal and Nuclear Fuel SBU
  - SCAP C, Sumisho Coal Australia Holdings
- Iron & Steel Making Raw Materials and Carbon SBU
  - Oresteel Investment, Mineracao Usiminas
- Commodity Business SBU
  - Sumitomo Corporation Global Commodities

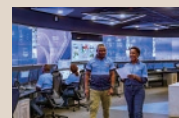
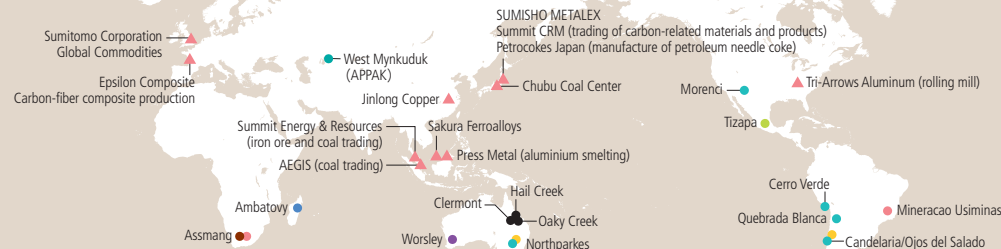
## Group Business Development

- Handling of nonferrous metal raw materials and products, aluminium, iron ore, coal, and carbon-related raw materials and products
- Business operations throughout the entire value chain, from upstream to midstream and downstream

### Upstream business: Mine development

- Copper
- Gold
- Nickel
- Silver, lead, and zinc
- Aluminium
- Coal
- Iron ore
- Uranium
- Manganese

### Midstream/downstream businesses: Trading, processing, and manufacturing



Assmang iron ore and manganese business (South Africa)



Press Metal's aluminium smelting plant (Malaysia)



Ambatovy Nickel Project (Madagascar)



Cerro Verde Copper Mine (Peru)



Mineracao Usiminas iron ore mine (Brazil)

## Key Group Strengths

- Experience and know-how in operating/managing highly challenging mining operations
- Competitive, high-potential business assets
- Offering a wide range of market instruments and tailor-made trading functions, including derivatives
- Strong partnerships, industry-wide network, and global customer base

### Growth-driving business

### Expanding the copper and aluminium business while coexisting with global environments and communities

We contribute to coexistence with the global environment, expansion of local employment, economic development, and industrial development based on growth that leverages our respective strengths, from copper mine operations and management to aluminium production and trading and other areas.

#### Experience in mining operation and management

Accumulation of world-class mining interests

Achieving coexistence with the global environment

Stable supply of copper  
[EVs, renewable energy, etc.]

Development of local communities and industries

Clean energy  
Utilization of power with reduced CO<sub>2</sub> emissions

Smelting  
Rolling

Trading

Recycled raw materials

#### Expand aluminium business

Enhance "green" value throughout the value chain

Achieving coexistence with the global environment

Development of local communities and industries

## Group Business Environment

- Changing supply-demand structure and increasing mineral resource price volatility due to heightened geopolitical risks
- Increasing development risks and development/operating costs due to high degree of difficulty in mine development
- Transformation of demand toward decarbonization and recycling-oriented society

## Growth Opportunities and Risks

### Opportunities

- Global trend of energy transition
- Changes in demand for a decarbonized/recycling-oriented society
- Increasing opportunities to demonstrate our capabilities and participate in projects as mineral resource development becomes more difficult

### Risks

- Geopolitical risks
- Increasing mine development and operating costs

## Business Strategy

- Collaborate with partners to expand the earnings base for copper and other commodities earmarked for demand growth
- Leverage expertise in market commodity derivatives to upgrade trading functions; leverage a diverse and excellent business partner base to develop market-driven business that unifies upstream, midstream, and downstream
- Establish a business value chain that helps resolve social issues such as achieving decarbonization and a recycling-oriented society

Photo: Quebrada Blanca copper mine (Chile), which started operation in 2023





# Chemical Solutions Group

We will contribute to enriching people's lives and realizing sustainable societies by building new value chains that address material social issues, such as global food security and climate change.

Takuya Tsujigaki

Group CEO, Chemical Solutions Group



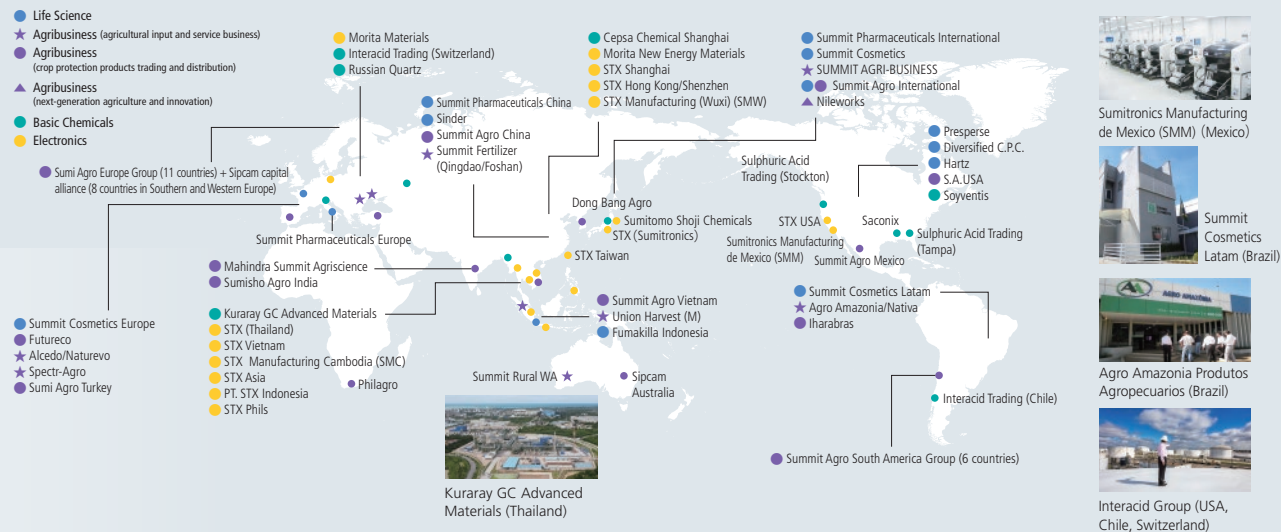
## Main Business Fields

We engage in the chemical trading and manufacturing business, electronic materials trading and electronics manufacturing service (EMS) business, pharmaceutical-related business, cosmetics business, animal health business, and sales of agricultural materials (crop protection products, fertilizers, etc.).

## Major Group Companies

- **Basic Chemicals SBU**
  - Sumitomo Shoji Chemicals
  - **Electronics SBU**
    - Sumitronics (STX)
- **Life Science SBU**
  - Summit Pharmaceuticals International
- **Agri Business SBU**
  - Agro Amazonia Produtos Agropecuarios

## Group Business Development



## Key Group Strengths

- Agricultural consulting skills derived from the agricultural input & service business, the ability to develop products and services that meet customer needs, and credit management skills
- Global sales network and business intelligence/procurement capabilities in the crop protection products trading and distribution business
- Supply-demand balancing function and know-how of trading operation in basic chemicals such as sulfuric acid (terminal and storage services + seaborne trading + inland distribution)
- Electronics: Strong customer base for semiconductor-related materials and manufacturing capabilities in the EMS business
- Pharmaceutical raw materials and cosmetics ingredients: Purchasing and sales network; Animal health: Product development and sales capabilities

### Growth-driving business

### Next-generation agribusiness to become fundamental to sustainable agriculture worldwide

Building on our strong partnerships and trust with local communities around the world, we will combine our capabilities in agrochemical trading/distribution, agricultural input & service, and next-generation agriculture to create a new agribusiness landscape.



## Group Business Environment

Although geopolitical requirements and weather conditions (drought, floods) will lead to supply-demand balance fluctuations and increased price volatility for our products, we expect solid demand growth in essential areas, such as basic chemicals, pharmaceuticals, agricultural materials, and semiconductors in the medium to long term.

## Growth Opportunities and Risks

### Opportunities

- Changes in supply-demand balance and industry structure in each region
- Increasing demand for agricultural materials due to population growth and rising food demand
- Increasing demand for agricultural materials and services with low environmental impact
- Increasing demand for basic chemicals and electronics due to growth in EV, renewable energy, semiconductor, and EMS markets

### Risks

- Changing market conditions due to growth of companies in emerging economies
- Impact of climate change on agricultural production and increasing price volatility for grain and agricultural materials (especially fertilizers)
- Risk of decline in plant profitability due to exchange rate fluctuations and rising labor costs

## Business Strategy

- Optimize the business portfolio to strengthen downward resilience to market risks
- Enhance trading capabilities and develop related businesses to provide added value
- Expand agricultural materials sales (geographically and functionally), and create new businesses in innovation fields
- Leverage strengths in existing businesses (pharmaceuticals, cosmetics, and animal health) to reinforce the earnings base
- Create new business models according to greening and economic security needs in the chemical industry



# Energy Transformation Business Group

Build a stable and sustainable energy system  
and carbon cycle to create a society full of  
prosperity and dreams.

Koji Aso

Group CEO, Energy Transformation Business Group



## Main Business Fields

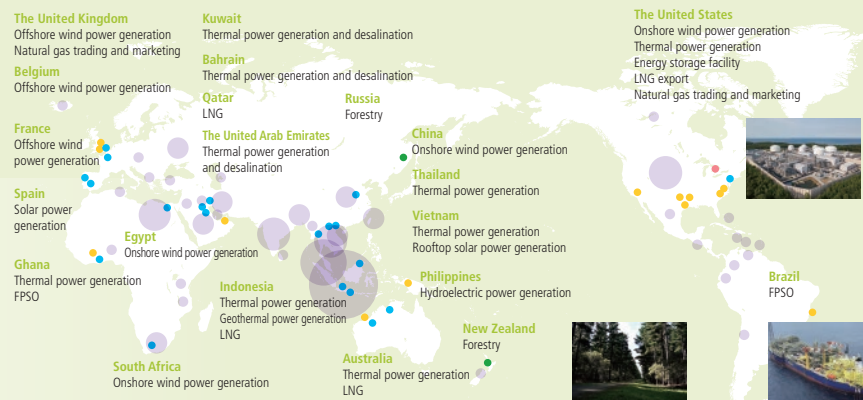
In addition to our global power infrastructure business, as well as trading and business development related to natural gas and LNG, we push forward business development in the next-generation energy field.

## Major Group Companies

- Energy Innovation Initiative SBU  
Summit Forests New Zealand
- Overseas Energy Solution SBU  
Overseas IPP/WPP business:  
30 companies
- Japan Energy Solution SBU  
Summit Energy
- Indonesia Energy Solution SBU  
Central Java Power, Bhumi Jati Power, Supreme  
Energy Muara Laboh
- Gas Value Chain SBU  
LNG Japan, Pacific Summit Energy
- Maritime Energy Solution SBU  
Japan Offshore Facility Investment 1

## Group Business Development

- Forestry
- Energy storage business and equipment
- Power generation business
- Power EPC (Size: Total installed generation capacity)
- Gas Value Chain and Maritime Energy Solution



**Japan**  
Energy storage  
Offshore and onshore wind power generation  
Solar power generation  
Thermal power generation  
Biomass power generation  
Marine fuel ("Very Low Sulphur Fuel Oil") trading  
LNG bunkering  
Domestic electric power trading  
LPG wholesaling  
LPG retailing

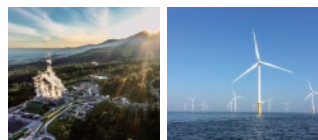
## Key Group Strengths

- Track record in global project development and execution cultivated over many years in the power, gas, and energy sectors
- Our accumulated relationships with governments in each country and partners
- Strong connectivity with customers in each business

## Growth-driving business

### One-stop decarbonization solutions that meet regional needs

From production to distribution and consumption, we will contribute to society by providing one-stop solutions for decarbonization and stable energy supply. Here, we will bring together our various strengths, including a solid business foundation, a wide portfolio of energy solutions, and next-generation energy commercialization capability.



## Group Business Environment

- Shift to a decarbonized, circular economic model
- Growing demand for energy security and stable supply

## Growth Opportunities and Risks

### Opportunities

- Significant increase in electricity consumption due to growing use of generative AI and other IT equipment
- Changing energy demand and accelerating energy transition toward a decarbonization and recycling society
- Growing interest in global climate change initiatives and energy security

### Risks

- Intensification of a competitive business environment with the entry of suppliers from emerging countries and new business operators from other industries
- Heightened geopolitical risk and fluctuations in resource prices and electricity market
- Changes/setbacks in national decarbonization policies/regulations and their impact on decarbonization-related businesses

## Business Strategy

- Through a strategic transformation by bringing together our existing energy-related departments, which have strong business connections with markets and governments in each country, and our Energy Innovation Initiative (EII), which aims to commercialize the next-generation energy sector. In this way, we will build a future earnings pillar while maintaining and expanding the existing earnings base.
- With a full view of the entire value chain in each industrial sector, we will provide one-stop decarbonization solutions that meet regional needs and expand our new earnings base.