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Information index by user need (quick guide)

Sources of value creation

This section explains the sources of the Group's value, including Sumitomo's Business Philosophy and the Sumitomo Corporation Group's Management Principles, as well as the capital and strengths it has cultivated over the years.

p.04 ▶ Values of the Sumitomo Corporation Group

p.08 ▶ Logic Tree

p.14 ▶ Value Creation Model

p.15 ▶ Management Capital

Management philosophy, skills, and decision-making processes

This section presents the management team's commitment, key policies, and awareness of challenges in enhancing corporate value, as well as initiatives aimed at advancing governance.

p.09 ▶ Message from the President and CEO

Message from the CxO (CFO, CSO, CAO, CSDO)

p.50 ▶ Roundtable Discussion among Outside

p.54 ▶ Corporate Governance

Specific strategies and growth drivers

This section details specific progress made under the three-year Medium-Term Management Plan 2026, key initiatives going forward, and capital policies that support corporate value enhancement, illustrated with examples.

p.07 ▶ Progress over the Past 10 Years

p.18 ▶ Medium-Term Management Plan 2026

p.24 ▶ Management Conscious of Cost of Capital and Stock Price

p.48 ▶ Material Issues × Management Capital

Initiatives for sustainability and reducing cost of capital

This section explains our sustainability and risk management initiatives for sustainable growth, as well as how these efforts help reduce the cost of capital and enhance corporate value.

p.16 ▶ Initiatives for Material Issues

p.42 ▶ Sustainability Management

p.62 ▶ Risk Management

p.81 ▶ Dialogue with Stakeholders

Priority areas for strengthening management capital

This section explains how we are strengthening our management capital in line with our future growth strategies.

p.09 ▶ Message from the President and CEO

p.15 ▶ Management Capital

p.35 ▶ Human Capital

p.26 ▶ Special Feature: Stories of Our Strengths and Future

Editorial Policy

At the Sumitomo Corporation Group, to respond to the interests of our stakeholders, we are working to provide both financial and non-financial corporate information by utilizing various information.

As shown in the diagram below, the integrated report is the primary disclosure tool for this information and serves as the core medium for communicating the medium- to long-term growth story of the Group.

Scope of report

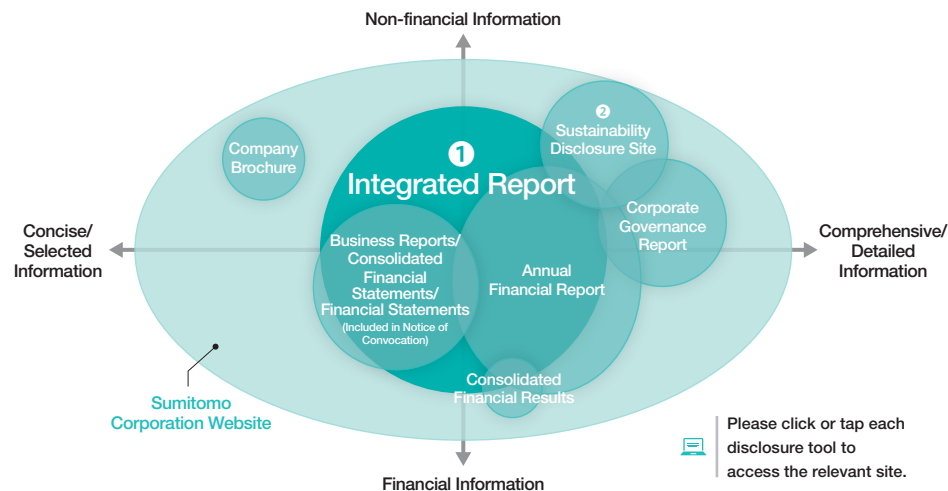
- Period covered: April 1, 2024, to March 31, 2025 (Some activities starting on or after April 1, 2025, are included.)
- Organizations covered: Sumitomo Corporation and the Sumitomo Corporation Group

Referenced guidelines

- The International Integrated Reporting Framework (IFRS Foundation)
- ISO 26000 (Guidance on Social Responsibility)
- Guidance for Collaborative Value Creation by the Ministry of Economy, Trade and Industry 2.0



Sumitomo Corporation Group's information disclosure system



Main tools for information disclosure

- ① As a communication tool for all stakeholders, this is an annual report that integrates our financial and non-financial information. This integrated report helps stakeholders understand the overview of our value creation and the enhancement of corporate value for the medium- to long term, as well as our corporate strategy and the overall progress of our business.
- ② Among non-financial information, we disclose detailed information on our activities related to sustainability. We also provide the latest relevant information by disclosing it on our corporate website and updating it as necessary.

On the release of Integrated Report 2025

In recent times, our business environment has become increasingly uncertain, with growing concerns about a global economic slowdown. In such an unpredictable business environment, the strengths and competitive advantages we have cultivated over the years serve as a vital foundation for our business. We believe we must take a broad view of each industry, respond flexibly to changing business conditions, and further reinforce our strengths and competitive advantages to drive future growth.

In this year's integrated report, we aimed to clarify our current position by reflecting on our progress over the past decade from both quantitative and qualitative perspectives, with the goal of giving readers greater confidence in our ability to achieve future profit growth. We hope to deepen your understanding of our efforts to enhance corporate value by reflecting on our past, including our setbacks, and highlighting the strengths and competitive advantages we have built through concrete business examples, while also presenting the progress of the Medium-Term Management Plan 2026.

Statement of authenticity

Production of Integrated Report 2025 was led by the Investor Relations Dept., which developed the concept based on analysis of feedback gathered through meetings with multiple institutional investors held throughout the year. It was created in close collaboration with related departments—including the Corporate Planning & Coordination Dept., Corporate Sustainability Dept., HR Strategy Dept., Corporate Legal & General Affairs Dept., and various business groups—and through ongoing discussions with senior management.

As the officer responsible for overseeing the preparation of this integrated report, I affirm that both the editorial process and the content presented herein are accurate and appropriate.

Representative Director,
Executive Vice President
Chief Financial Officer

Reiji Morooka



Cautionary statement concerning forward-looking statements

This integrated report contains management targets relating to medium-term management plans and a wide range of other forward-looking statements. They are subject to the influence of a range of factors in the Company's circumstances going forward and do not constitute a guarantee of future business performance or a guarantee that the targets and forecasts will be met. Readers are therefore advised to avoid placing undue reliance on the forward-looking statements contained herein and to be aware that the Company recognizes no obligation to update or revise such statements.