

04

Performance

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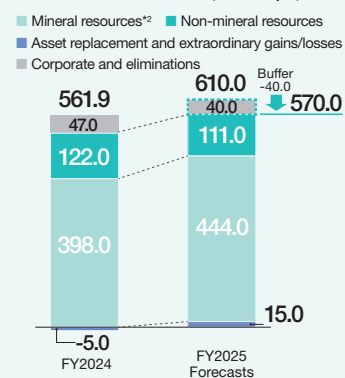
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List of Group Businesses

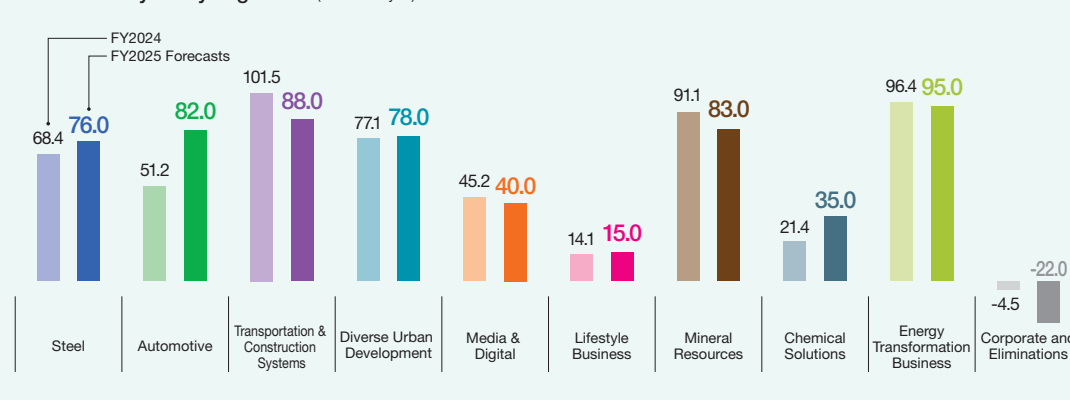
Group	Steel Group	Automotive Group	Transportation & Construction Systems Group	Diverse Urban Development Group	Media & Digital Group	Lifestyle Business Group	Mineral Resources Group	Chemical Solutions Group	Energy Transformation Business Group
SBU ^{*1}	<ul style="list-style-type: none"> Energy Tubular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

^{*1} SBU: Strategic Business Unit

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



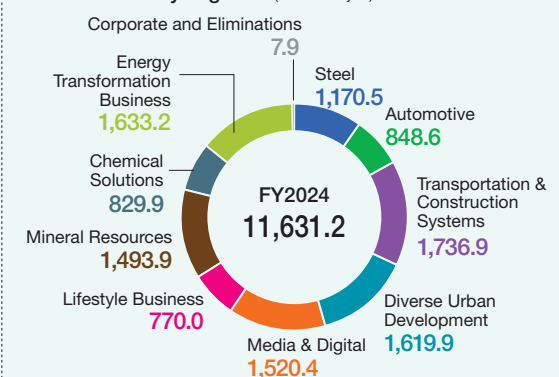
Profit for the year by segment^{*3} (Billions of yen)



^{*2} Mineral resources is a sum of Mineral Resources Group, and Gas Value Chain SBU within Energy Transformation Business Group.

^{*3} Profit for the year by segment is rounded to the nearest billion yen.

Total assets by segment (Billions of 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.

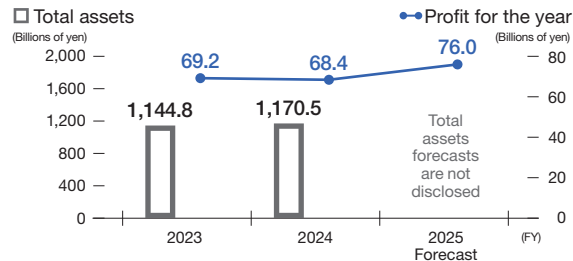
Main relevant material issues



Katsuya Inubushi
Group CEO, Steel Group



Quantitative information (profit for the year, total assets, and total investments)



FY2024 Investment

Total investments **Approx. ¥39.0 billion**

Main investment areas

- Manufacturing business for the foundation of offshore wind power generation (monopile) in Europe
- Manufacturing business for composite railroad ties in the U.S.

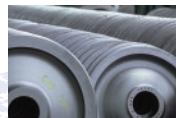
Group Business Development



Supply of steel pipes for energy development in the North Sea
Europe



Manufacturing business for the foundation of offshore wind power generation (monopile)



Railway wheel and axle manufacturing business

Middle East
Africa

East Asia

Southeast Asia
South Asia
Oceania

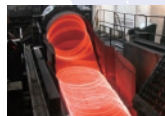
North America
Central and South America



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



Steel service center operations worldwide



Special steel manufacturing business in India



Manufacturing business for composite railroad ties

[External Environment] Business Environment

Opportunities

- Pursuing growth in the U.S. and India, where steel demand is expected to increase
- Increasing demand for steel materials and equipment that fosters stable energy supplies
- Increasing demand for steel products related to decarbonization and the green circular economy

Risks

- Global steel supply-demand imbalance
- U.S. tariff measures

[Internal Environment] 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

Business Strategy

- Engage in global supply chain management for steel products to swiftly address changes in the global steel industry and thus strengthen and expand business
- Strengthen regional sales capabilities and manage inventory risk to improve resilience to market volatility

Medium-Term Management Plan 2026

Progress of the Medium-Term Management Plan

- Invested in the foundation of the offshore wind power (monopile) manufacturing business in Europe to foster a decarbonized society through the greening of the supply chain
- Invested in a North American manufacturer of composite railroad ties to support construction of sustainable railway infrastructure and generate synergies with our existing railway product manufacturing business
- Proactively strengthened and expanded asset replacement in low-growth businesses

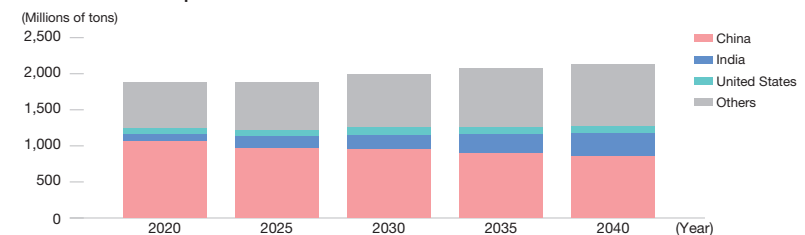
Future Initiatives

- Increase profitability by allocating investments to growth markets/sectors, expanding the product portfolio, and enhancing functions
- Revise regional strategies, identify underperforming markets, and shift resources to growth markets
- Expand and strengthen the supply chain management foundation in markets where we are strong

Key Market Trends

We will strengthen and expand the foundation of our global steel product supply chain by capturing opportunities from rising steel demand, particularly in markets with strong growth potential.

• Global crude steel production outlook



Source: Steel Market Service™, a product of Wood Mackenzie*

*The data and information provided by Wood Mackenzie should not be interpreted as advice, and you should not rely on it for any purpose. You may not copy or use this data and information except as expressly permitted by Wood Mackenzie in writing. To the fullest extent permitted by law, Wood Mackenzie accepts no responsibility for your use of this data and information except as specified in a written agreement you have entered into with Wood Mackenzie for the provision of such data and information.

Automotive Group

Lead the transformation of mobility and create new values.

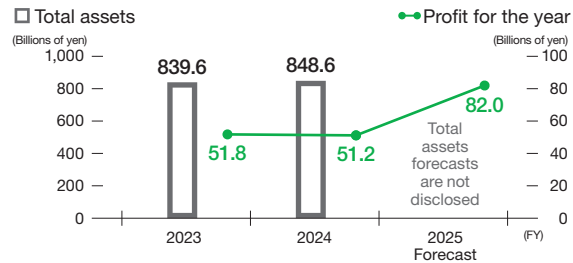
Main relevant material issues



Nobuhiro Yoshida
Group CEO, Automotive Group



Quantitative information (profit for the year, total assets, and total investments)



FY2024 Investment

Total investments Approx. **¥18.0 billion**

Main investment areas

- Automotive parts manufacturing business (capital investment)
- Automotive leasing business (acquisition, capital increase)
- RaaS business (establishment of new JV)

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
- Other services



[External Environment] Business Environment

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 proliferation of electrification, car sharing, autonomous driving, and environmentally friendly vehicles, as well as advancement of reuse and recycling
- Changing competitive landscape and accelerated restructuring in each sector of the automotive industry due to technological innovation

Risks

- Disruptions to supply chains and changes in business conditions caused by Trump tariffs and geopolitical risks
- Slower economic growth and rising business costs due to inflation and high interest rates

[Internal Environment] Key Group Strengths

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

Business Strategy

- Promote growth by expanding the product lineup and sales and service network in the automotive sales and marketing business
- Expand services and capture new business opportunities in the mobility services sector centered on the automotive leasing business
- Enhance the value of existing businesses and increase the profit scale of new businesses

Medium-Term Management Plan 2026

Progress of the Medium-Term Management Plan

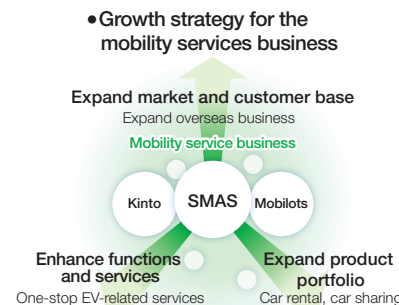
- Strengthened the foundation of the automotive sales and marketing business through expansion of the sales network
- Strengthened the domestic automotive leasing business, including through M&As
- Developed new customers in the engineering business

Future Initiatives

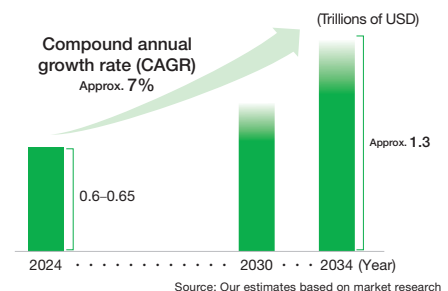
- Expand the sales network and enhance supply chain management through digital transformation (DX) of the automotive sales and marketing business
- Expand and strengthen overseas operations and related areas in the automotive leasing business
- Expand the customer base and transaction volume in the engineering business

Key Market Trends

We aim to capture market growth centered on our core businesses and expand our profit scale.



Automotive leasing market (Worldwide)



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.

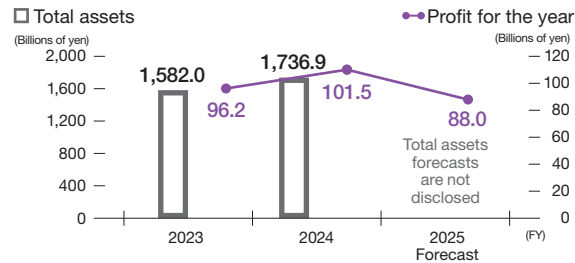
Main relevant material issues



Takao Kusaka
Group CEO, Transportation & Construction Systems Group



Quantitative information (profit for the year, total assets, and total investments)



FY2024 Investment

Total investments **Approx. ¥95.0 billion**

Main investment areas

- Norwegian owner and operator of offshore windfarm support vessels
- Construction and mining equipment distribution business (Africa and Europe)

Group Business Development

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



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



SMS Equipment (Construction and mining equipment sales and services)



SMBC Aviation Capital (Aircraft leasing)



Oshima Shipbuilding (Shipbuilding)



Sunstate Equipment (Construction equipment rental)



Werner Aero (Aftermarket aircraft parts)

[External Environment] Business Environment

Opportunities

- Increase in demand expected for passenger and aircraft, maritime freight transport, and infrastructure construction due to global population growth
- National aerospace defense-related expenditures are expected to expand amid the growing importance of security
- Increasing investments in solar power, offshore wind power, and other renewable energy sources
- Increasing opportunities to accelerate R&D and create new business models through the use of emerging technologies, such as AI, 5G/6G, and quantum computing
- Growing shift to a 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

[Internal Environment] 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

Business Strategy

- Increase prime assets and improve asset efficiency in the general leasing and aircraft leasing businesses and establish the "Assets × Finance × 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

Medium-Term Management Plan 2026

Progress of the Medium-Term Management Plan

- Completed investment in the BIA Group, a distributor of construction and mining equipment operating in around 20 countries across Africa and Europe
- Expanded customer base of existing leasing businesses through acquisitions, including a helicopter leasing company and a real estate asset management firm
- Entered the container leasing business to expand business domains and diversify the business portfolio

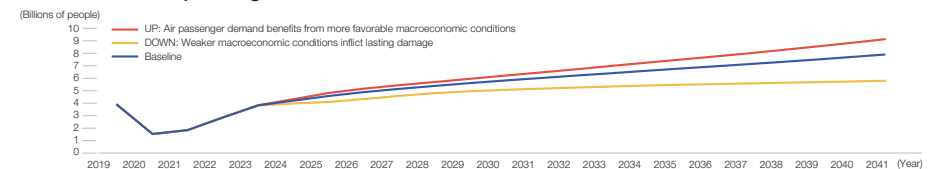
Future Initiatives

- Develop and invest in new businesses through civilian application of space and defense technologies
- Expand the fleet of general commercial vessels and increase investment in offshore windfarm support vessels
- Step up accumulation of prime lease the asset, expand product offerings, and strengthen the asset management business
- Strengthen the profit base of the construction equipment business by expanding regional market share and product offerings while further improving profitability and capital efficiency

Key Market Trends

Capitalizing on forecasts for air passenger volume, which is expected to recover in the short term and normalize in the medium to long term, we will work to accumulate prime assets across the Group.

Global air passenger forecast





Diverse Urban Development Group

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

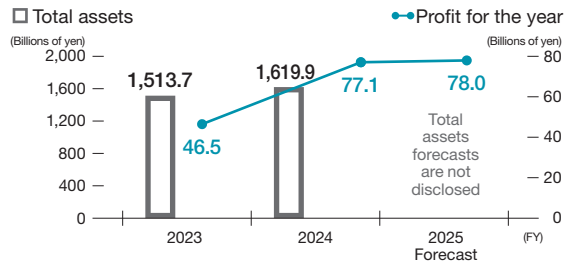
Main relevant material issues



Yukihito Honda
Group CEO,
Diverse Urban Development Group



Quantitative information (profit for the year, total assets, and total investments)



FY2024 Investment

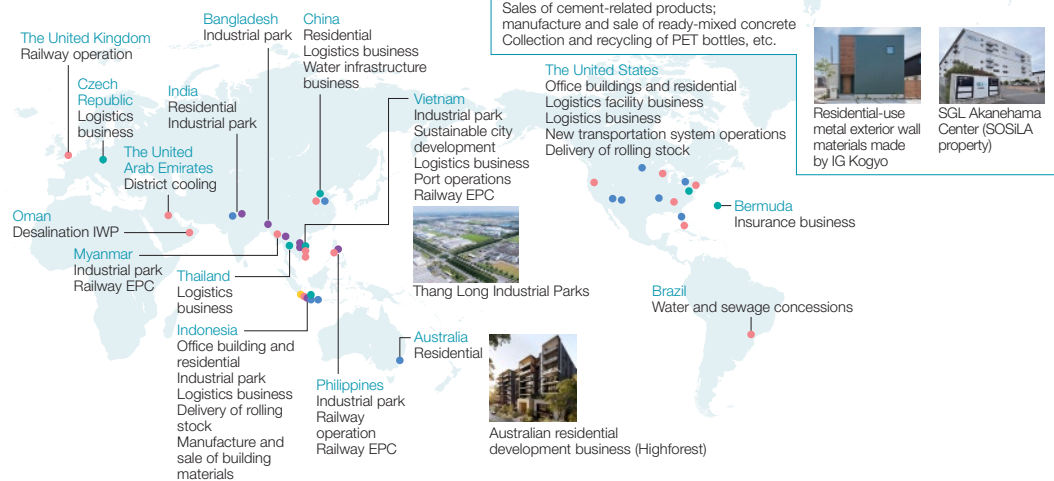
Total investments **Approx. ¥92.0 billion**

Main investment areas

- Real estate (Japan, U.S., Australia, Vietnam, India)
- Industrial parks and sustainable city (India, Vietnam)

Group Business Development

- Real Estate SBU
- Industrial Park and Sustainable City SBU
- Industrial System & Material SBU
- Logistics and Insurance SBU
- Social Infrastructure SBU



[External Environment] Business Environment

Opportunities

- Growing demand for enriched living and safe, disaster-resilient urban development
- Heightened geopolitical risks and ongoing reorganization of global supply chains
- Increasing demand for real estate, social infrastructure, and data infrastructure driven by urban growth and industrial development

Risks

- Escalation of global geopolitical risks under the Trump 2.0 administration
- Tighter lending by financial institutions and a slowdown in investment activity due to volatility in interest rates, exchange rates, and bond markets
- Delays in project development schedules due to labor shortages and surging material costs and inflation

[Internal Environment] Key Group Strengths

- Comprehensive global urban development capabilities that deliver one-stop solutions for infrastructure and real estate development and operation, along with supporting construction materials, industrial equipment, logistics, and insurance services
- Strong presence in local communities and long-standing trust with governments and partners, built through a track record of addressing social issues and needs across various countries and regions
- Structuring capabilities that deliver top-level capital efficiency in Japan's real estate industry

Business Strategy

- Leverage the strengths of each SBU to create new interconnected value chains
- Promote global multifaceted business expansion targeting high-potential markets with significant population growth and economic development
- Focus on countries and regions with strategic importance (where partners have strong alignment with our unique presence, strategies, and business policies)
- Ensure resilience*1 and liquidity*2 to drive forward our growth strategy

*1 Resilience: Enhance ability to withstand socioeconomic and partner risks, climate change, and natural disasters, in addition to profit downturns

*2 Liquidity: Focus on markets and projects with high liquidity and potential for leveraging external capital and partner structuring

Medium-Term Management Plan 2026

Progress of the Medium-Term Management Plan

- Real estate business: Optimized the portfolio by realizing profits through property divestment executed at optimal timing while accumulating high-quality assets and pipelines
- Completed land acquisition for North Hanoi Sustainable City and started to establish the conditions necessary to begin the infrastructure construction phase
- GX: Completed our second renovated property and signed a Memorandum of Understanding on domestic commercialization of low-carbon cement production; DX: Entered the AI-related business

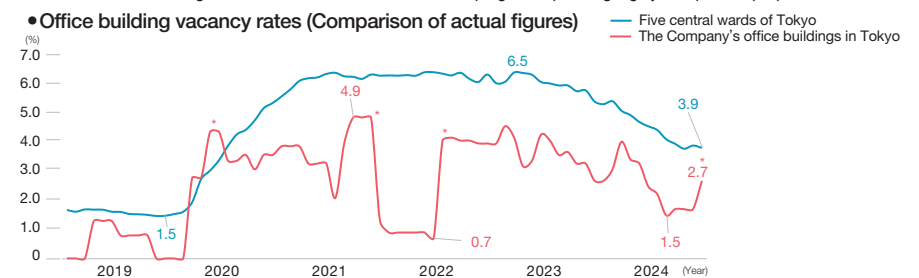


Future Initiatives

- Advance global expansion based on business strategy
- Combine and integrate the functions and strengths of each SBU to focus on creating interconnected value chains and generating new business opportunities (e.g., North Hanoi Sustainable City, Hakozaki Smart City, expansion of the U.S. residential land development value chain, industrial parks, development projects around railway stations)
- Strengthen the Group's Center of Excellence to support these initiatives from governance and risk management perspectives

Key Market Trends

The vacancy rates of office buildings developed and owned by the Company in Tokyo remain below the market average in Tokyo's five central wards, demonstrating our consistent track record of developing and operating highly competitive properties.



* Temporary increase in vacancy rates due to the completion of new buildings or renovation work aimed at enhancing property value

Source: Prepared by the Company based on data from Miki Shoji



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.

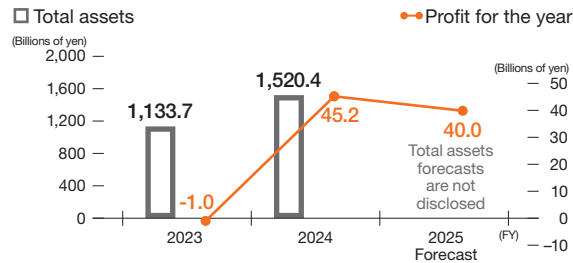
Main relevant material issues



Shinichi Kato
Group CEO, Media & Digital Group



Quantitative information (profit for the year, total assets, and total investments)



FY2024 Investment

Total investments **Approx. ¥323.0 billion**

Main investment areas

- Domestic and international digital business (including acquisition of Net One Systems) and Japanese content business

Group Business Development

- Digital SBU
- Smart Communication Platform SBU
- 5G SBU
- Cable Platform SBU
- Media Commerce & Contents SBU
- Innovation & Investment SBU



Japan
5G-sharing infrastructure



Japan
Media businesses in cable television



Japan
TV shopping



Ethiopia
Telecommunications business



Japan
Digital business

Global CVC (Start-up investment) in 5 bases

[External Environment] Business Environment

Opportunities

- Increasing demand for IT investment due to the growing importance of digital and data utilization, and new markets emerging and expanding due to social adoption of new digital technologies (SCSK, Global CVC)
- Growing global demand for Japanese content, such as anime

Risks

- Intensified competition to secure IT and DX human resources across various industries
- Emergence of country risks, especially in developing nations, due to changes in policies and regulations

[Internal Environment] Key Group Strengths

- IT business foundation × Cutting-edge technology (global CVC business investee companies) × Development talent
- Domestic network directly connected to consumers (JCOM: 5.72 million households, Jupiter Shop Channel (SHOP): 32.08 million viewable households)
- Expertise in building overseas telecommunications infrastructure

Business Strategy

- Expand the digital solution business and enhance digital-related functions in domestic and overseas businesses
- Strengthen the information/telecommunications infrastructure business and expand/upgrade value-added services
- Expand/upgrade the domestic 5G-sharing infrastructure and solutions
- Leverage the cable platform to expand/upgrade new services
- Transform and evolve entertainment shopping by integrating TV, digital, and in-person channels
- Roll out Japanese content, such as anime, globally
- Maximize the performance of global CVC and PE

Medium-Term Management Plan 2026

Progress of the Medium-Term Management Plan

- Expanded the business foundation in the focal digital domain (acquisition of Net One Systems by SCSK)
- Sold shares in T-Gaia as part of business portfolio transformation
- Expanded the Japanese content business by leveraging strengths in the media domain (investment in REMOW)

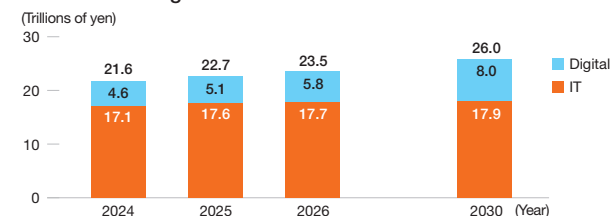
Future Initiatives

- Shift resources to the digital domain and accelerate the execution of strategic initiatives
- Create new businesses by responding to changes in social and customer needs
- Capture growing global demand to expand the Japanese content business overseas

Key Market Trends

With the market forecasted to grow to ¥26 trillion by 2030, we aim to expand our business foundation in the rapidly growing digital sector (CAGR of 10%).

Domestic IT & digital services market



IT: Covers system/network integration and associated services (development, maintenance/operation, installation/construction, and product sales). Shown separately from "Digital" in the above graph.
Digital: Refers to "DX" as defined in the above Fuji Chimera Research Institute report. Relabeled here as "Digital."

Source: 2024 Outlook for the Digital Transformation Market, Fuji Chimera Research Institute



Lifestyle Business Group

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

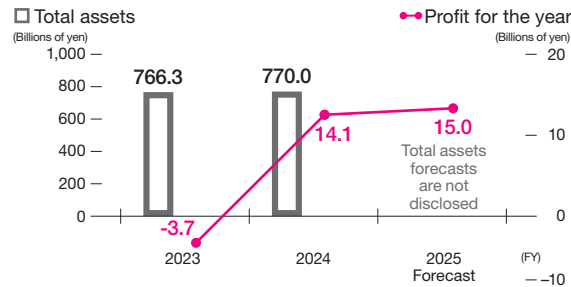
Main relevant material issues



Hiroki Takeno
Group CEO, Lifestyle Business Group



Quantitative information (profit for the year, total assets, and total investments)



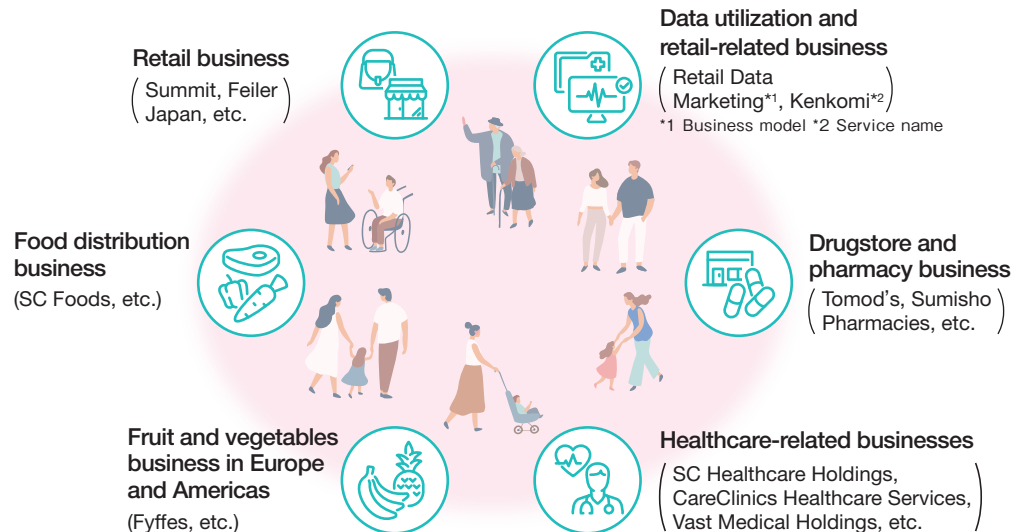
FY2024 Investment

Total investments **Approx. ¥36.0 billion**

Main investment areas

- Domestic pharmacy business
- North American healthcare business

Group Business Model



[External Environment] Business Environment

Opportunities

- Diversifying consumer purchasing channels and segmentation of demand
- Expanding retail markets overseas backed by the rise of the middle class, particularly in emerging economies
- Improving efficiency in containing medical costs in Japan and developed countries and improving healthcare infrastructure in emerging countries
- Growing interest in the SDGs, such as those related to food loss and reduction of environmental impact

Risks

- Intensifying competition from domestic supermarkets, drugstores, and others (including major distribution companies)
- Impact of climate change, unfavorable weather, and geopolitical risks on the global food supply, production, and logistics
- Rising labor/fuel costs and high interest rates

[Internal Environment] Key Group Strengths

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

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 healthcare costs both in Japan and overseas
- Leverage our expertise in the 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

Medium-Term Management Plan 2026

Progress of the Medium-Term Management Plan

- Steady growth of existing businesses (the Group's earnings base), including improved performances by the domestic retail and food businesses; expansion of the healthcare business in Southeast Asia
- Equity investment and business participation in healthcare providers in North America (world's largest healthcare market)
- Improved operational efficiency due to the use of DX and AI

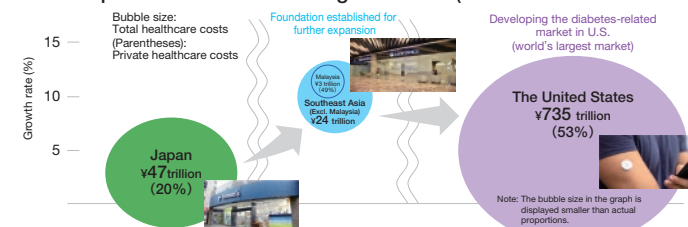
Future Initiatives

- Leverage Group strengths, including cross-functional collaboration among existing businesses, to maximize earning power
- Pursue M&As and other strategic initiatives both in Japan and overseas to achieve business expansion
- Leverage frontline strengths and DX and AI to advance operations and increase profitability

Key Market Trends

We aim to develop businesses that not only foster improved patient convenience and quality of life but also help control and optimize healthcare costs. In the process, we will address various social challenges, such as inadequate access to medical care in Southeast Asia and rising healthcare expenditures in countries like Japan and U.S.

Healthcare expenditures and economic growth rates (Countries where the Group operates)



Source: Company estimates based on various data from the IMF and WHO.



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.

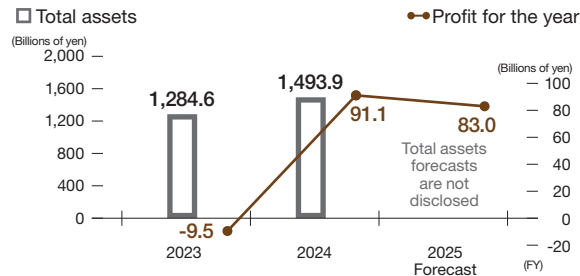
Main relevant material issues



Koichiro Yazaki
Group CEO, Mineral Resources Group



Quantitative information (profit for the year, total assets, and total investments)



FY2024 Investment

Total investments **Approx. ¥29.0 billion**

Main investment areas

- Upstream and midstream interests in non-ferrous metals, steel making raw materials, fuel for power generation, carbon products, etc.

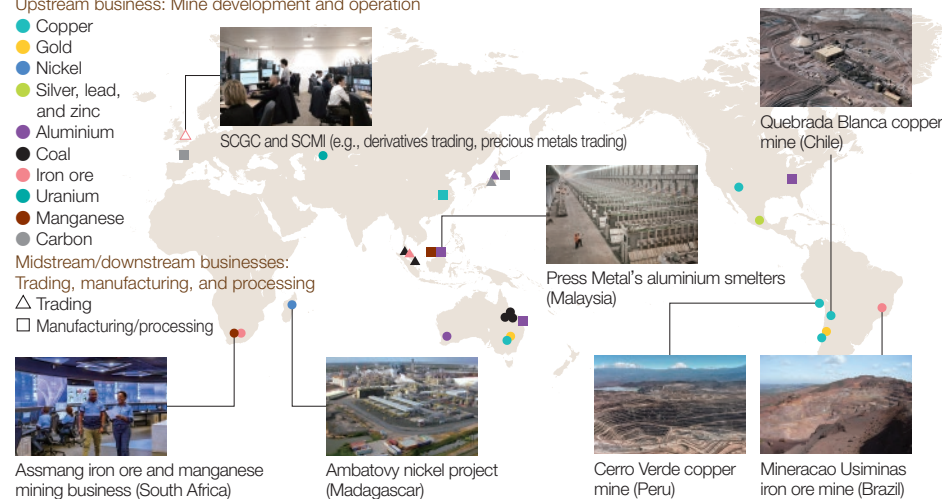
Group Business Development

- Handling of non-ferrous 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 and operation

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

Midstream/downstream businesses:
Trading, manufacturing, and processing
△ Trading
□ Manufacturing/processing



[External Environment] Business Environment

Opportunities

- The global trend of energy transition
- Shifting demand driven by decarbonization and the transition to a circular economy
- As mineral resource development becomes increasingly complex, opportunities to provide our capabilities are expanding, leading to greater chances to participate in new projects

Risks

- Rising geopolitical risks are driving changes in supply-demand structures and increasing mineral resource price volatility
- Increasing complexity in mine development is leading to higher development risks and rising development and operational costs

[Internal Environment] Key Group Strengths

- Extensive experience and expertise gained through operating and managing complex mining projects as an operator
- Highly competitive and high-potential business assets
- Offering customized trading solutions across a wide range of market commodities, including derivatives
- Robust partnerships, strong industry networks, and a global customer base

Business Strategy

- By leveraging the Group's strengths and further enhancing our capabilities, expand our earnings base through the development of copper and other high-potential projects in collaboration with strategic partners, in anticipation of growing demand
- Advance our trading capabilities by leveraging our expertise in commodity derivatives, while pursuing integrated upstream, midstream, and downstream business development through a market-in approach, underpinned by our diverse and high-quality customer base
- Build business value chains that contribute to addressing key social challenges, such as decarbonization and the realization of a circular economy

Medium-Term Management Plan 2026

Progress of the Medium-Term Management Plan

- Our key upstream operations continue to deliver stable earnings contribution despite generally soft mineral resource prices. In addition, our mid- and downstream businesses—including manufacturing, processing, and trading—provide further support to overall performance
- The Quebrada Blanca copper mine project in the Republic of Chile has achieved the completion conditions required under the project finance framework
- The Madagascar nickel project is focused on structural improvements. Following the debt restructuring in November 2024, its financial position has also strengthened.

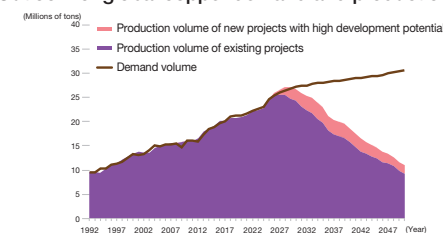
Future Initiatives

- While building a cycle of acquiring new high-quality assets, maximize the value of existing assets and link these efforts to future business opportunities
- Enhance our overall resilience against downside risks by building a portfolio centered on base metals, expanding our mid- and downstream business foundations, and improving operational efficiency
- In the Madagascar nickel project, while continuing to strengthen the business foundation, consider all options to identify the best policy going forward for all related stakeholders

Key Market Trends

While demand for copper is expected to remain robust amid the global shift toward electrification and a decarbonized society, new mine development has stagnated due to increasing technical and economic challenges. As a result, a supply shortage is anticipated over the medium to long term. We aim to increase our equity interests and contribute to a stable supply. We will also work to expand the Group's aluminium business foundation by capturing growing demand, particularly for aluminium derived from renewable energy and recycled sources.

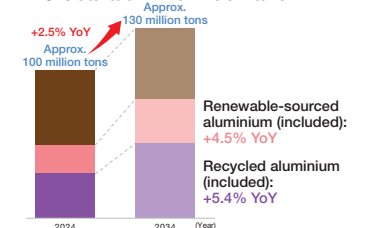
Outlook for global copper demand and production



Source: Global Copper Investment Horizon Outlook Q4 2024, Copper Market Service™, a product of Wood Mackenzie

*The data and information provided by Wood Mackenzie should not be interpreted as advice, and you should not rely on it for any purpose. You may not copy or use this data and information except as expressly permitted by Wood Mackenzie in writing. To the fullest extent permitted by law, Wood Mackenzie accepts no responsibility for your use of this data and information except as specified in a written agreement you have entered into with Wood Mackenzie for the provision of such data and information.

Global aluminium demand



Source: Company data



Chemical Solutions Group

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

Main relevant material issues

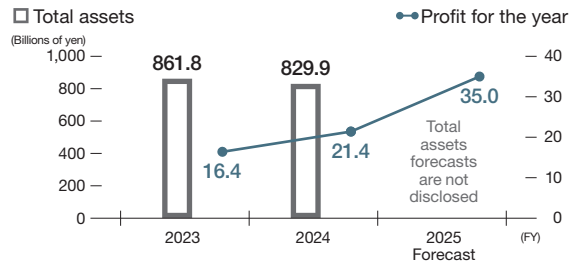


Takuya Tsujigaki

Group CEO, Chemical Solutions Group



Quantitative information (profit for the year, total assets, and total investments)



FY2024 Investment

Total investments **Approx. ¥20.0 billion**

Main investment areas

- Bio products business (Chile, U.S.)
- Retail business for agricultural inputs (Vietnam)
- Organic chemical distribution business (U.S.)

Group Business Development

- Basic Chemicals
- Electronics
- Life Science
- Agri Business



* Image courtesy of SUMCO Corporation

[External Environment] Business Environment

Opportunities

- Shifts in the supply-demand balance, industry structure, and trade patterns in the chemical sector
- Increasing application of electronics to address social issues (e.g., EVs, ADASs, IoT)
- Rising demand for agricultural inputs driven by population growth and increased food demand; growing need for low-environmental-impact agricultural inputs and services

Risks

- Changing market conditions due to growth of companies in emerging economies
- Impact of climate change on agricultural production and price volatility for grain and agricultural materials (especially fertilizers)
- Risk of decline in plant profitability due to exchange rate fluctuations and rising labor costs
- Changing trading and business conditions due to economic bloc formation, tariff impacts, and geopolitical risks

[Internal Environment] Key Group Strengths

- Product and service development capabilities backed by global sales network for agricultural inputs, strong information-gathering and procurement capabilities, and close customer relationships
- Supply-demand balancing function and know-how of trading operation in basic chemicals such as sulfuric acid
- Strong trading platform for semiconductor materials and manufacturing capabilities in the EMS business
- Procurement and sales networks for pharmaceutical raw materials and cosmetic materials; product development and sales capabilities in the animal health sector
- Trading platforms in chemicals and electronics sectors that align with sustainable materials business development

Business Strategy

- Optimize the business portfolio to strengthen downward resilience to market risks
- Enhance the trading function and develop related businesses to provide added value
- Improve the profitability of the agricultural input sales business by strengthening sales of high-value-added products, such as bio products
- Strengthen the profit base in the pharmaceuticals, cosmetics, and animal health sectors
- Pursue new business models that address needs related to green transformation and economic security

Medium-Term Management Plan 2026

Progress of the Medium-Term Management Plan

- Focused on developing new trading opportunities in response to changes in the supply-demand balance and the industry structure of the petrochemical sector
- Integrated our sulfuric acid businesses in North America, thus reinforcing our dominant position in the region
- Invested in retail businesses for agricultural inputs in Vietnam and Romania, as well as the bio products business in Chile and the United States, as part of efforts to expand our business foundation

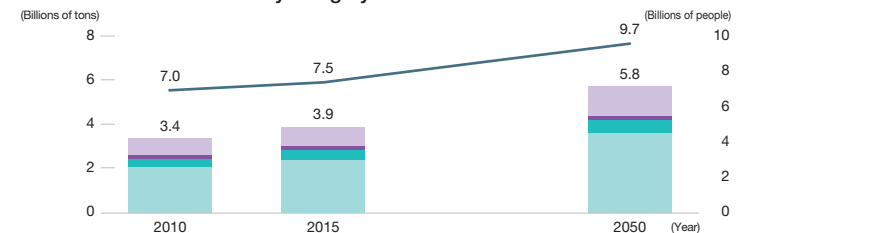
Future Initiatives

- Strengthen chemical trading, expand logistics capabilities in the sulfuric acid business, roll out the successful North American model to other regions, and enhance our presence in the semiconductor materials business through a dual approach of trading and recycling
- Focus on improving the profitability and downside resilience of our agribusiness and strengthen sales of high-value-added products, such as bio products
- Expand the pharmaceutical raw material trading business and enter the pharmaceutical services sector

Key Market Trends

By ensuring a steady supply of agricultural inputs and offering environmentally conscious products, such as bio products, we support stable food supplies.

Global food demand outlook by category



Sources: Food Security Office, Policy Planning Division, Minister's Secretariat, Ministry of Agriculture, Forestry and Fisheries (Japan); Population Division (United Nations)



Energy Transformation Business Group

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

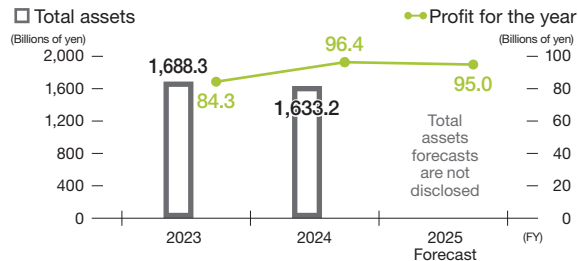
Main relevant material issues



Hajime Mori
Group CEO,
Energy Transformation Business Group



Quantitative information (profit for the year, total assets, and total investments)



FY2024 Investment

Total investments **Approx. ¥58.0 billion**

Main investment areas

- City gas business in India
- Renewable energy-related businesses in Japan and overseas

Group Business Development

- Forestry
- Energy storage business and equipment
- Power generation business
- Power EPC (Size: Total installed generation capacity)
- Gas VC and maritime energy solution

The United Kingdom

Hydrogen production and supply
Offshore wind power generation
Natural gas trading and marketing

Belgium

Offshore wind IPP*

France

Offshore wind IPP

Spain

Solar IPP

Egypt

Onshore wind IPP

Ghana

Thermal IPP
FPSO

South Africa

Onshore wind IPP

Russia

Forestry

The United Arab Emirates

Thermal IWPP**

Kuwait

Thermal IWPP

Bahrain

Thermal IWPP

Qatar

LNG

China

Onshore wind IPP

Thailand

Thermal IPP

Philippines

Hydroelectric IPP

The United States

Onshore wind IPP
Solar IPP
Energy storage
LNG export
Natural gas trading and marketing

Brazil

FPSO

Australia

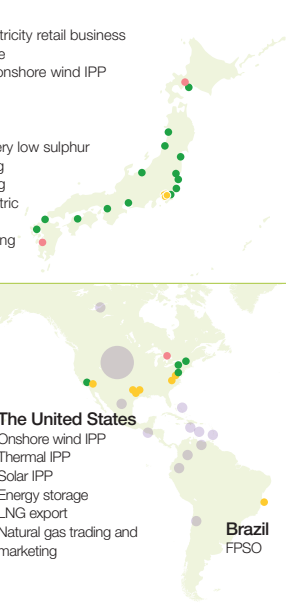
Thermal IPP
LNG

New Zealand

Forestry

Japan

Domestic electricity retail business
Energy storage
Offshore and onshore wind IPP
Solar IPP
Thermal IPP
Biomass IPP
Marine fuel (Very low sulphur fuel oil) trading
LNG bunkering
Domestic electric power trading
LPG wholesaling
LPG retailing



*IPP: Independent Power Producer

**IWPP: Independent Water Power Producer

[External Environment] Business Environment

Opportunities

- Significant increase in electricity consumption due to growing use of generative AI and other IT equipment
- Change in energy demand and accelerated energy transition toward a decarbonized and circular 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 risks and fluctuations in energy markets
- Changes/setbacks in national decarbonization policies/regulations and their impact on decarbonization-related businesses

[Internal Environment] 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

Business Strategy

- By combining our existing portfolio of energy businesses, which have strong ties with markets and governments around the world, and the Energy Innovation Initiative (EII), which aims to commercialize next-generation energy solutions, we are driving a strategic transformation. 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.

Medium-Term Management Plan 2026

Progress of the Medium-Term Management Plan

- Promoted reshuffle to businesses and assets with growth and strategic potential
- Developed and promoted decarbonized and circular energy businesses
- Strengthened capabilities and optimized resources through the establishment of a new Group organizational structure and enhanced internal talent mobility



Mangrove plantations project in Indonesia
Carbon credit generation business

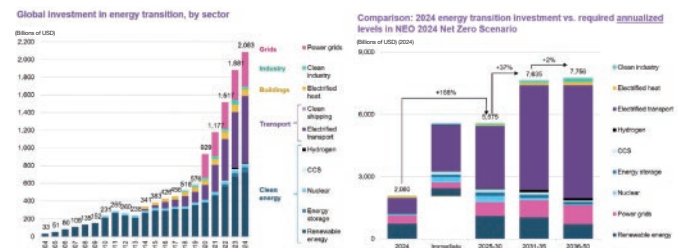
Future Initiatives

- Promote the transition to businesses and assets with strong growth and strategic potential
- Aim to build a high-value-added earnings portfolio by strengthening our trading functions and mid- to downstream businesses that complement our upstream operations and enhance overall value
- Create new businesses by strengthening our EII cross-functional capabilities and further promoting innovation

Key Market Trends

As a one-stop solution provider for energy, we will pursue growth by developing and expanding our decarbonized and circular energy businesses with the aim of achieving carbon neutrality by 2050.

- Global investment in energy transition, by sector
Comparison: 2024 energy transition investment vs. required annualized levels in NEO 2024 Net Zero Scenario



Source: Energy Transition Investment Trends 2025; Bloomberg NEF (January 31, 2025)

Summary of Key Financial Indicators/Share Price–Related Indicators (As of and for the years ended March 31)

We have prepared the consolidated financial statements in accordance with International Financial Reporting Standards (IFRS).

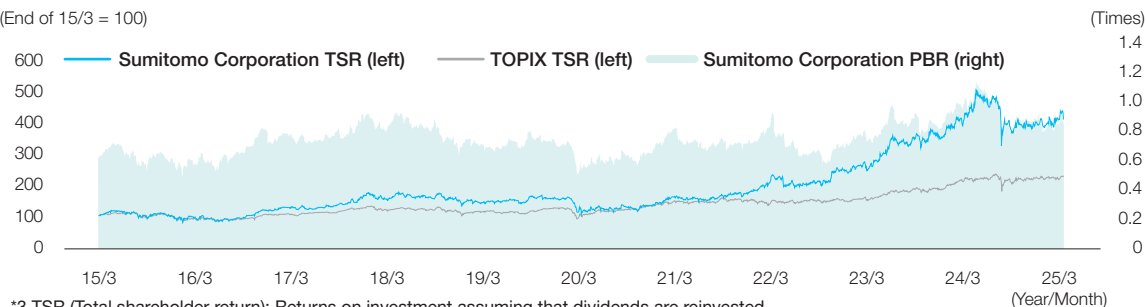
Financial data		BBBO2017			Medium-Term Management Plan 2020			SHIFT 2023			Medium-Term Management Plan 2026
		(FY) 2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Results of operations:											
Gross profit	¥	894.1	¥ 842.7	¥ 956.5	¥ 923.2	¥ 873.7	¥ 729.5	¥ 1,009.6	¥ 1,234.8	¥ 1,342.5	¥ 1,444.8
Selling, general and administrative expenses		-762.7	-693.8	-731.6	-647.6	-677.4	-678.9	-713.9	-811.7	-927.6	-1,039.7
Interest expense, net of interest income		-2.6	-1.7	-5.8	-11.6	-15.6	-5.5	-1.2	-11.5	-16.3	-27.3
Dividends		10.6	9.4	10.7	12.1	11.1	8.6	27.3	20.1	13.7	14.9
Share of profit (loss) of investments accounted for using the equity method		-53.8	83.5	149.7	127.1	84.8	-41.4	176.8	252.4	172.4	277.0
Profit (loss) for the year attributable to owners of the parent		74.5	170.9	308.5	320.5	171.4	-153.1	463.7	565.3	386.4	561.9
Financial position at year-end:											
Total assets		7,817.8	7,761.8	7,770.6	7,916.5	8,128.6	8,080.0	9,582.2	10,105.4	11,032.6	11,631.2
Equity attributable to owners of the parent		2,251.5	2,366.5	2,558.2	2,771.5	2,544.1	2,528.0	3,197.8	3,778.7	4,445.5	4,648.5
Interest-bearing liabilities (net)*1		2,770.3	2,627.9	2,521.5	2,427.1	2,468.8	2,300.4	2,273.7	2,484.4	2,523.4	2,672.5
Cash flows:											
Cash flows from operating activities		599.7	345.8	295.3	268.9	326.6	467.1	194.1	232.8	608.9	612.3
Cash flows from investing activities		-85.4	-180.7	-155.8	-51.3	-203.4	-120.1	49.0	-91.5	-219.2	-461.4
Free cash flows		514.3	165.1	139.5	217.6	123.2	347.0	243.1	141.3	389.6	150.9
Cash flows from financing activities		-507.2	-254.4	-229.6	-233.2	-57.7	-466.4	-139.9	-250.5	-415.5	-247.4
											(Yen)
Amounts per share:											
Profit (loss) for the year attributable to owners of the parent:											
Earnings per share attributable to owners of the parent (basic)	¥	59.73	¥ 136.91	¥ 247.13	¥ 256.68	¥ 137.18	¥ -122.42	¥ 370.79	¥ 452.63	¥ 315.87	¥ 463.66
Diluted		59.69	136.81	246.91	256.41	137.03	-122.42	370.53	452.27	315.64	463.32
Equity attributable to owners of the parent		1,803.95	1,895.81	2,048.93	2,219.11	2,036.48	2,022.83	2,558.24	3,061.92	3,638.06	3,841.68
Cash dividend declared for the year*2		50.00	50.00	62.00	75.00	80.00	70.00	110.00	115.00	125.00	130.00
											(%/Times)
Ratios:											
Equity attributable to owners of the parent ratio (%)		28.8	30.5	32.9	35.0	31.3	31.3	33.4	37.4	40.3	40.0
ROE (%)		3.2	7.4	12.5	12.0	6.4	—	16.2	16.2	9.4	12.4
ROA (%)		0.9	2.2	4.0	4.1	2.1	—	5.3	5.7	3.7	5.0
Debt-equity ratio (net) (Times)		1.2	1.1	1.0	0.9	1.0	0.9	0.7	0.7	0.6	0.6

*1 Interest-bearing liabilities (net) excludes cash and cash equivalents and time deposits from interest-bearing liabilities. *2 Cash dividend per share represents the cash dividends declared applicable to each respective year, including dividends paid after the year-end.

Share price–related indicators

PBR and TSR*3 performance over the past 10 years

(End of 15/3 = 100)



*3 TSR (Total shareholder return): Returns on investment assuming that dividends are reinvested.

TSR as of the end of March 2025

	Ownership Period			
	1 year	3 years	5 years	10 years
	April 2024– End of March 2025	April 2022– End of March 2025	April 2020– End of March 2025	April 2015– End of March 2025
Sumitomo Corporation	-1.63%	81.31%	244.85%	311.33%
TOPIX	0.15%	47.20%	113.65%	117.37%

Segment Information

(As of and for the years ended March 31)

(Billions of yen)

	Steel		Automotive		Transportation & Construction Systems		Diverse Urban Development		Media & Digital		Lifestyle Business		Mineral Resources		Chemical Solutions		Energy Transformation Business		Corporate and Eliminations		Total	
	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
Gross profit	191.4	188.3	156.4	166.2	184.4	200.3	117.1	119.6	133.6	164.2	218.0	236.2	46.4	47.9	147.2	153.9	157.4	166.0	-9.3	2.2	1,342.5	1,444.8
Selling, general and administrative expenses	-96.0	-104.1	-90.8	-102.9	-130.2	-152.5	-68.1	-72.5	-97.0	-118.9	-206.4	-222.3	-37.4	-33.6	-100.3	-118.6	-85.4	-98.8	-16.0	-15.4	-927.6	-1,039.7
Share of profit (loss) of investments accounted for using the equity method	13.1	11.9	31.9	14.9	84.4	90.3	-2.7	11.3	0.5	28.0	6.1	6.9	6.0	63.1	5.5	8.6	27.7	41.9	—	—	172.4	277.0
Profit (loss) for the year attributable to owners of the parent	69.2	68.4	51.8	51.2	96.2	101.5	46.5	77.1	-1.0	45.2	-3.7	14.1	-9.5	91.1	16.4	21.4	84.3	96.4	36.3	-4.5	386.4	561.9
Asset replacement and extraordinary profit/loss Round figures	+1.0	-1.0	0	+1.0	+28.0	+23.0	-2.0	+5.0	-26.0	+18.0	-10.0	+2.0	-82.0	+4.0	-6.0	-2.0	-15.0	-4.0	-1.0	+1.0	-114.0	+47.0
Underlying profit Round figures	68.0	70.0	52.0	50.0	68.0	78.0	48.0	72.0	25.0	28.0	7.0	12.0	72.0	87.0	23.0	23.0	99.0	100.0	38.0	-5.0	501.0	515.0
Cash flow earnings*1	73.6	71.7	71.0	70.4	86.4	104.4	55.6	56.0	78.1	89.6	18.2	21.2	84.6	66.5	38.3	37.2	83.6	103.1	47.0	27.5	636.4	647.6
Investments Rounded figures	7.0	39.0	21.0	18.0	133.0	95.0	114.0	92.0	65.0	323.0	22.0	36.0	38.0	29.0	28.0	20.0	91.0	58.0	3.0	18.0	520.0	730.0
Total Assets	1,144.8	1,170.5	839.6	848.6	1,582.0	1,736.9	1,513.7	1,619.9	1,133.7	1,520.4	766.3	770.0	1,284.6	1,493.9	861.8	829.9	1,688.3	1,633.2	217.7	7.9	11,032.6	11,631.2
Trade, other receivables and inventories	775.7	801.7	270.0	271.4	455.0	514.8	542.4	568.6	114.4	212.2	186.3	195.8	424.7	555.5	565.1	528.7	397.4	730.6	-179.7	-204.7	3,551.4	4,174.5
Goodwill	5.0	5.1	22.0	23.2	38.3	43.4	—	—	17.5	179.2	48.5	56.1	—	—	10.4	14.5	—	—	0.1	0.1	141.8	321.5
Number of employees (Non-consolidated; persons)*2	—	416	—	362	—	291	—	595	—	382	—	261	—	394	—	364	—	646	—	1,252	—	4,963
Number of employees (Consolidated; persons)*2	—	5,380	—	10,124	—	11,591	—	4,948	—	20,816	—	16,446	—	842	—	7,214	—	3,105	—	2,861	—	83,327

Note: FY2023 results are reclassified in accordance with the reorganization effective from Apr. 1, 2024.

*1 Cash flow earnings = [Gross profit + Selling, general and administrative expenses (excluding provision for doubtful receivables) + Interest expense, net of interest income + Dividends] × (1 – Tax rate) + Dividend from investments accounted for using the equity method + Depreciation + Lease liability payments

*2 Due to the organizational restructuring effective April 1, 2024, figures for FY2023 have not been calculated.



Summary of Non-Financial Indicators

(As of and for the years ended March 31)

Employee data

	(FY)	2022	2023	2024
Employee data	Number of employees (Consolidated basis)	78,235	79,692	83,327
	Number of employees (Non-consolidated basis)*1	5,223	5,152	5,086
	Number of employees dispatched overseas	921	926	934
	Number of new employees	101	100	98
	Male/Female	72/29	63/37	62/36
	Number of mid-career employees	75	88	64
	Ratio of differently abled employees to total employees*2	2.25%	2.29%	2.45%
	Number of female managers*3	232	267	306
	Ratio of female managers to total managers*3	8.4%	9.6%	10.4%
	Average age	43.2	43.1	43.2
	Average years of service per person (Years/Months)	18/5	18/4	18/4
	Male	19/1	18/11	18/10
	Female	16/6	16/6	16/6
	Gender wage gap between male and female*4	58.7%	59.0%	61.4%
Working styles	Average monthly overtime hours (Hours/Minutes)	10/55	9/51	9/51
	Average annual days of paid vacation acquired	13.7	14.3	14.1
	Number of employees taking spousal maternity leave	86	86	109
	Number of employees taking leave to care for sick/injured children	194	243	266
	Number of employees taking childcare leave	112	111	141
	Male/Female	61/51	48/63	89/52
	Ratio of eligible male employees taking childcare leave*5	67.0%	63.6%	78.6%
	Number of individuals using shortened work hour system	195	190	187
	Number of employees undergoing training overseas	60	65	64
	Total number of lectures	1,705	1,063	3,970
Skills development training*6	Total number of employees participating in training	92,446	40,530	65,432
	Total training hours	177,320	106,605	142,460
	Average hours per employee	32.3	21.2	28.7

*1 Figures include employees at overseas branches, sub-branch offices and representative offices of the Company.

*2 Figures are as of June 1 of each fiscal year.

*3 Figures are as of April 1 of the subsequent fiscal year.

*4 Items subject to calculation of the gender wage gap: Monthly salary (base pay, secondment allowance, separate living allowance, teleworking allowance, overtime work allowance, late-night premium allowance for managers, bonus)
Reason for gap: The gender pay gap at our company is primarily attributable to structural differences in the ratio of female managers. In particular, when comparing employees within the same grade level—such as department general managers, team leaders, and subleaders—there is no disparity in treatment based on gender. In 2022, we integrated career courses and eliminated the rigorous course-based career system. This transition enabled a more flexible career development framework tailored to individual skills, capabilities, and aspiration. We are also reinforcing appointment and promotion practices based on job responsibilities and performance. Through these initiatives, we aim to achieve a female manager ratio of at least 20% by FY2030 and expect a further narrowing of the gender pay gap over the medium to long term.

*5 The "ratio of eligible male employees taking childcare leave" is calculated based on the ratio of employees taking childcare leave or leave intended for childcare under Article 71-6, Item 2 of the Ordinance for Enforcement of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Ministry of Labour Ordinance No. 25, 1991) in accordance with the provisions of the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members (Act No. 76, 1991).

*6 Training hosted by the Head Office targeted at Head Office employees and employees of overseas bases and business companies. The scope of calculation was partially revised in FY2023. From FY2024, we have introduced the e-learning platform LinkedIn Learning.

Environmental data

Scope 1/2

Scope of aggregation*7: Consolidated Sumitomo Corporation Group
(Sumitomo Corporation and consolidated subsidiaries)
(Thousand t-CO₂e)

(FY)	2022	2023	2024
Scope 1 (CO ₂ from energy sources)	1,268	4,485	6,630
Scope 1 (GHG emissions other than CO ₂ from energy sources)	260	45	36
Scope 2	553	572	490

Scope 3

Scope of aggregation: Consolidated Sumitomo Corporation Group
(Sumitomo Corporation and consolidated subsidiaries)*8
(Million t-CO₂e)

Category	(FY)	2022	2023	2024
1 Purchased products and services		—	—	32.7
2 Capital goods		—	—	0.6
3 Fuel- and energy-related activities not included in Scope 1 or Scope 2		—	—	4.5
4 Upstream transport and delivery		—	—	2.3
5 Waste generated in operations		—	—	0
6 Business travel		—	—	0
7 Employee commuting		—	—	0
8 Leased assets (upstream)		—	—	—
9 Transportation and distribution (downstream)		—	—	0.3
10 Processing of sold products		—	—	1.0
11 Use of sold products		—	—	38.0
12 End-of-life treatment of sold products		—	—	0.2
13 Downstream Leased Assets		—	—	20.1
14 Franchises		—	—	—
15 Investments		—	—	17.8

*7 In determining the scope of aggregation, we apply the operational control approach under the GHG Protocol.

*8 From the perspective of importance, some Group companies with small business revenue and those that do not fall under the category of high-emission businesses are excluded.

Notes: 1. Here, we refer to various information sources from the GHG Protocol's Corporate Value Chain (Scope 3) Accounting and Reporting Standard and the Green Value Chain Platform led by the Ministry of the Environment.
2. With respect to the purchase and sale of third-party products (trading), this applies only where the Group is classified as the principal under IFRS 15 Revenue Recognition.
3. For transactions within the consolidated Sumitomo Corporation group, we exclude only those where double counting of the same emission source is evident, in order to avoid intra-Group duplication.

Corporate governance data

(FY)	2022	2023	2024*9
Number of Directors	11	11	11
Number of Internal Directors	6	6	6
Number of Outside Directors	5	5	5

*9 At the 157th Ordinary General Meeting of Shareholders held in June 2025, the transition to a Company with an Audit & Supervisory Committee from a Company with an Audit & Supervisory Board was resolved. We have 10 Directors who are not Audit & Supervisory Committee Members (including 5 Outside Directors) and 5 Directors who are Audit & Supervisory Committee Members (including 3 Outside Directors).

Company Information (As of March 31, 2025)

Corporate profile

Trade name	Sumitomo Corporation
Establishment date	December 24, 1919
Paid-in capital	¥221.0 billion
Fiscal year	From April 1 of each year through March 31 of the following year
Number of consolidated subsidiaries*1	315 (Domestic 92, Overseas 223)
Number of associated companies [Equity method]	192 (Domestic 46, Overseas 146)
Total	507
Number of employees	5,086*2 (Consolidated: 83,327)
Head Office	OTEMACHI PLACE EAST TOWER 3-2 Otemachi 2-Chome, Chiyoda-ku, Tokyo 100-8601, Japan
URL	https://www.sumitomocorp.com/en/jp

*1 Of the affiliates owned by consolidated subsidiaries, those accounted for as consolidated subsidiaries or equity-method affiliates by the respective consolidated subsidiaries (339 subsidiaries and 72 equity-method affiliates as of March 31, 2025) are excluded from this figure.

*2 This figure includes 123 persons whom our overseas branch offices, sub-branch offices, and representative offices employ.

Stock information

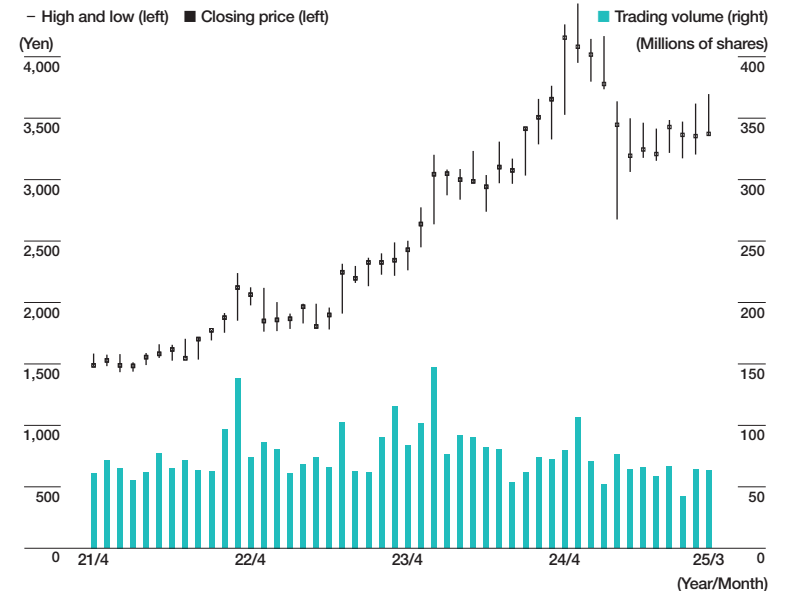
Stock listing	Tokyo
Securities identification code	8053
American depositary receipts	Ratio 1ADR:10RD Exchange OTC (over-the-counter) Symbol SSUMY CUSIP number 865613103
Depository and registrar	Citibank, N.A. Depositary Receipts Services P.O. Box 43077 Providence, Rhode Island 02940-3077, USA
TEL	1-781-575-4555
Toll-free number	1-877-248-4237 (CITI-ADR)
Total number of shares issued	1,211,099,367 shares (including 1,092,736 treasury shares)
Number of shareholders	301,068

Major shareholders

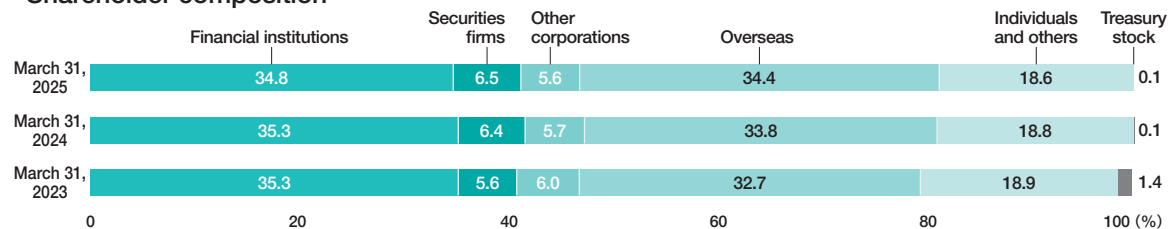
Rank	Name	Number of shares (Thousands of shares)	Shareholding ratio (%) ^{*3}
1	The Master Trust Bank of Japan, Ltd. (trust account)	198,114	16.37
2	BNYM AS AGT/CLTS 10 PERCENT	119,617	9.89
3	Custody Bank of Japan, Ltd. (trust account)	62,996	5.21
4	SUMITOMO LIFE INSURANCE COMPANY	30,855	2.55
5	STATE STREET BANK WEST CLIENT - TREATY 505234	21,653	1.79
6	STATE STREET BANK AND TRUST COMPANY 505001	17,846	1.47
7	JP Morgan Securities Japan Co., Ltd.	17,509	1.45
8	Goldman Sachs Japan Co., Ltd. BNYM	16,737	1.38
9	JP MORGAN CHASE BANK 385781	16,643	1.38
10	Mitsui Sumitomo Insurance Company, Limited	15,000	1.24

*3 The shareholding ratio is calculated by dividing the number of shares held by the number of shares outstanding—which is derived by deducting treasury stock from the total number of issued shares—and rounding to the nearest hundredth of a percent.

Stock price and trading volume



Shareholder composition



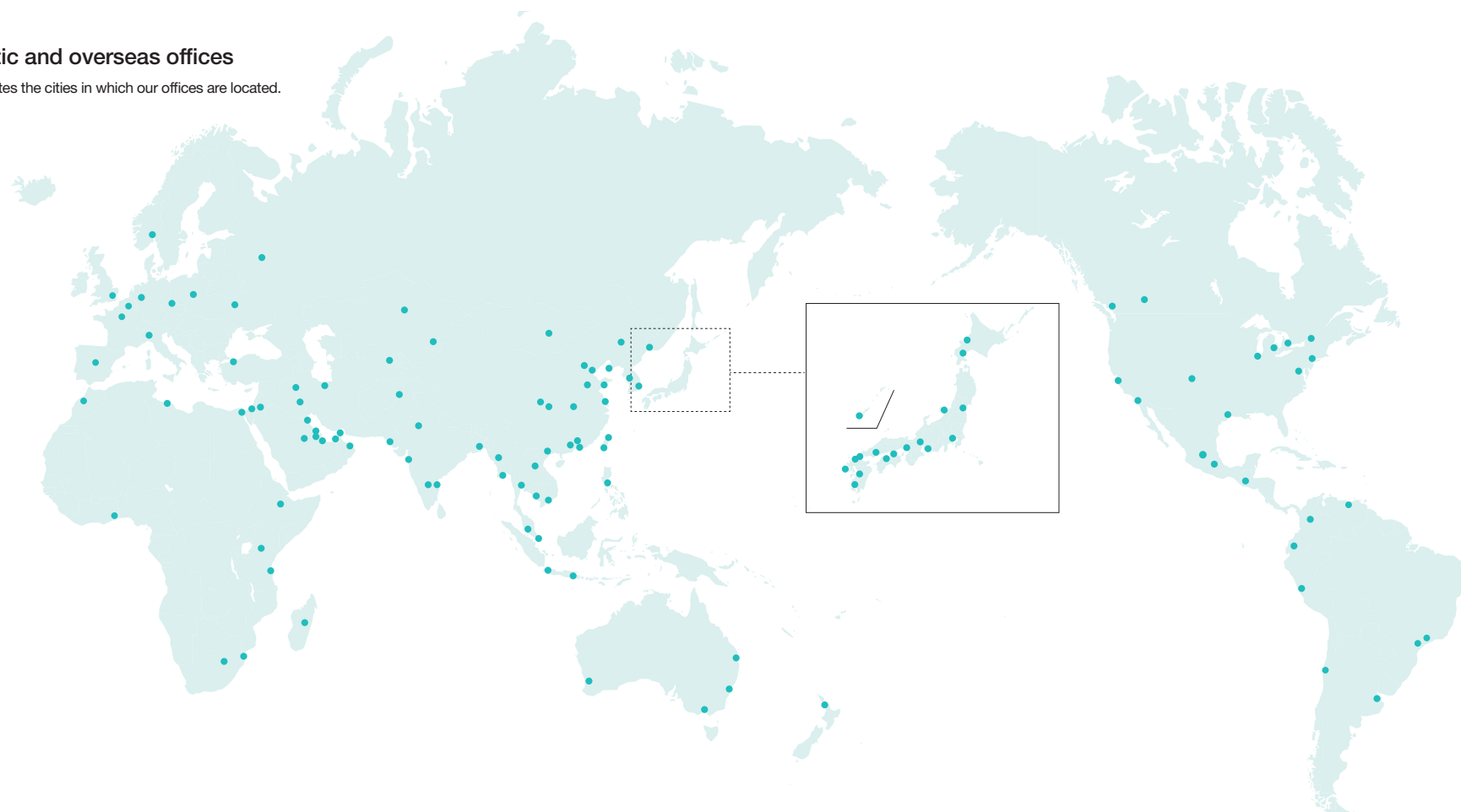
Note: The total of the shareholding ratios might not equal 100% because of rounding to the first decimal place.

Global Network

(As of April 1, 2025)

Domestic and overseas offices

Note: Indicates the cities in which our offices are located.



Overseas 63 countries and regions

36 subsidiaries	80 locations	2 branches	2 locations
1 sub-branch	1 location	21 offices	21 locations

Total 104 locations

Japan

	Head Office
3 subsidiaries	10 locations
6 offices	10 locations

Total 21 locations

Offices

125 locations 64 countries and regions

Consolidated subsidiaries and associated companies (As of March 31, 2025)

507* companies 65 countries and regions

* Of the affiliates owned by consolidated subsidiaries, those accounted for as consolidated subsidiaries or equity-method affiliates by the respective consolidated subsidiaries (339 subsidiaries and 72 equity-method affiliates as of March 31, 2025) are excluded from this figure.

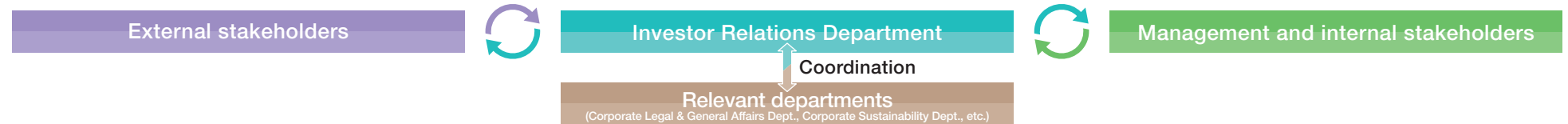
Dialogue with Stakeholders

We are working to strengthen engagement with shareholders, investors, and other stakeholders outside the Company following our Corporate Disclosure Policy. The Investor Relations Department has established four guidelines for its activities. These are Proactive Disclosure, Sincere Dialogue, Timely and Appropriate Sharing, and Constructive Proposals. We actively disseminate information in cooperation with internal related departments and collect opinions through dialogue. Based on feedback from these opinions, we make proposals and hold discussions to realize management conscious of cost of capital and stock price. Through this cycle of activities, we will deepen external stakeholders' understanding of the Group and contribute to the strategy execution and value creation capabilities of all officers and employees as internal stakeholders, thereby fulfilling our stated mission of "obtaining the correct evaluation from the market and contributing to the enhancement of our corporate value."

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



Guidelines and activities



Proactive disclosure to and sincere dialogue with external stakeholders

We strive for appropriate disclosures and expanded explanations of both financial and non-financial information based on our Corporate Disclosure Policy. In addition, we have established opportunities for proactive dialogue with shareholders and investors throughout the year to deepen understanding of the Group and solicit the opinions of stakeholders.

FY2024 results

- Number of individual meetings: Approx. 340 (29 of which were ESG/SR*1 related)
[Number of times management attended: CEO 24, CFO 39]
- IR Day 2024 held
- Briefings for individual investors: 9 times annually (Total participation 6,568)

Details of engagement

- **Growth strategy**
Progress of business portfolio transformation outlined in the Medium-Term Management Plan 2026, progress in growth areas and restructuring businesses, impacts from external factors, etc.
- **Visibility of growing profit**
Feasibility of growing profit to ¥650.0 billion in FY2026, returns on investments made under previous and current medium-term management plans, progress on asset replacement, etc.
- **Sustainability**
Governance matters (e.g., composition/agenda of Board of Directors) climate-related financial impacts/analyses, disclosure of Scope 3 emissions, linkage between management strategy and human capital strategy, etc.
- **Interpreting market feedback**
External assessments (e.g., market capitalization, share price)

Timely and appropriate sharing with and constructive proposals to management and internal stakeholders

We provide evaluations and opinions received from external stakeholders to internal stakeholders including management as feedback, which are used for proposals and discussions that help improve management.

FY2024 results

- Management Council: 7 times annually
- Board of Directors' meetings: 5 times annually
- Regular meetings with the President: 4 times annually
- Corporate Communication Committee: Quarterly
- IR/SR Subcommittee: Monthly
- IR quarterly report*2: Published quarterly
- Internal IR meetings held

Measures implemented based on feedback

- **Growth strategy**
FY2024: Made record-high investments, primarily in growth areas, while promoting asset replacement to accelerate renewal of our business portfolio
Disclosed progress and future policies for expanding our earnings base in growth areas, as well as downside scenarios and corresponding countermeasures, through financial results presentations, etc.
- **Visibility of growing profit**
Enhanced transparency of earnings models of main businesses by disclosing actual and projected profit growth (including contributions of each growth area and restructuring business and contribution of new investments to profit) in financial results presentation materials and other disclosure materials
- **Sustainability**
Strengthened governance by transitioning to a company with an Audit & Supervisory Committee and making outside directors the majority of the Board, applied calculations based on the GHG Protocol, and expanded disclosures related to strengthening our human capital fundamentals
- **Interpreting market feedback**
Integrated Report: Provided a brief summary of business performance and market capitalization (current position) over the past 10 years

*1 SR: Shareholder Relations *2 In-house IR activity report

External Recognition

In addition to being selected for inclusion in the stocks tracked by major Japanese and overseas ESG indices, Sumitomo Corporation receives high ratings from a wide range of external organizations.

● Inclusion in ESG indices

- FTSE4Good Index Series
- FTSE Blossom Japan Index
- FTSE Blossom Japan Sector Relative Index



FTSE4Good



FTSE Blossom
Japan Index



FTSE Blossom
Japan Sector
Relative Index

- S&P/JPX Carbon Efficient Index
- Somo Sustainability Index
- MSCI Nihonkabu ESG Select Leaders Index*



Somo Sustainability Index

2025 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

* The inclusion of Sumitomo Corporation in any MSCI index, and the use of MSCI logos, trademarks, service marks, or index names herein, do not constitute a sponsorship, endorsement, or promotion of Sumitomo Corporation by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

● Other external evaluations

- Japan Investor Relations Association: The “Most Liked!” IR Award



- CDP survey: Awarded B (Management level) in the Climate Change questionnaire and A- (Leadership level) in the Water Security and Forests questionnaire
- Selected as an “Environmentally Sustainable Company” in the Environmentally Sustainable Company category of the Ministry of the Environment’s 6th ESG Finance Awards Japan



- Ministry of Health, Labour and Welfare (Japan): “Platinum Kurumin” as a company that provides superior childcare support
- Ministry of Health, Labour and Welfare (Japan): “Eruboshi” (L Star) company on the basis of the Act on Promotion of Women’s Participation and Advancement in the Workplace
- work with Pride: Certified as “Gold” in the PRIDE INDEX
- Ministry of Economy, Trade and Industry (Japan): Enterprise with outstanding health and productivity management



- Ministry of Internal Affairs and Communications: Top Hundred Telework Pioneers
- Ministry of Economy, Trade and Industry (Japan): DX Certified Business Operator under the DX Certification

