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Performance & Data

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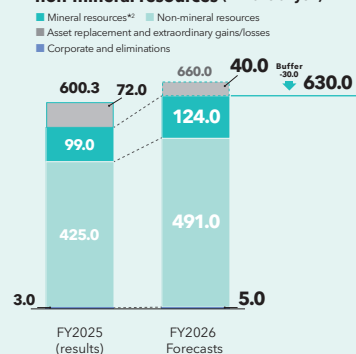
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List of Group Businesses

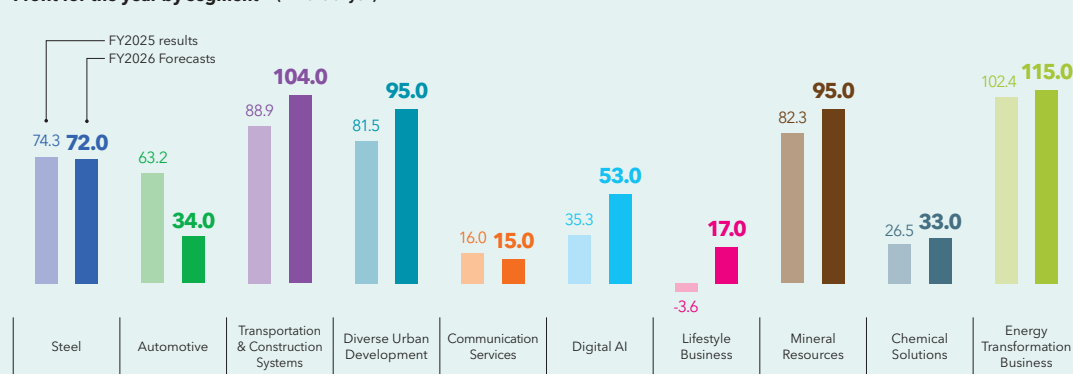
Group	Steel	Automotive	Transportation & Construction Systems	Diverse Urban Development	Communication Services	Digital AI	Lifestyle Business	Mineral Resources	Chemical Solutions	Energy Transformation Business
										
SBU*1	- Steel Group CFO Office - Energy Tubular - Steel Products - Steel GX	- Automotive Group CFO Office - Manufacturing, Engineering and Robotics - Automotive Sales & Marketing - Mobility Services - Tire	- Transportation & Construction Systems Group CFO Office - Leasing - Commercial Aviation - Aerospace Defense & Technology - Ship & Marine - Construction & Mining Systems	- Diverse Urban Development Group CFO Office - Real Estate - Global Urban Development - Industrial System & Material - Logistics and Insurance - Social Infrastructure	- Communication Services Group CFO Office - Smart Communication Platform - Next-Generation Telecommunication - Media - Innovation & Investment	- Digital AI Group CFO Office - Digital - Digital Strategy & Promotion Dept. - Information Technologies Planning & Promotion Dept.	- Lifestyle Business Group CFO Office - Retail - Food - Healthcare	- Mineral Resources Group CFO Office - Non-Ferrous Metals - Aluminium - Coal and Nuclear Fuel - Ferrous Raw Materials and Carbon - Commodity Business	- Chemical Solutions Group CFO Office - Basic Chemicals - Electronics - Green Chemical - Life Science - Agri Business	- Energy Transformation Business Group CFO Office - Energy Innovation Initiative - Japan Energy Solution - Overseas Energy Solution - Indonesia Energy Solution - Gas Value Chain
Business Lines	- Trade of steel products (steel sheets, tubular products and railway products) - Processing of steel sheets, tubular products and railway products, and other related businesses	Manufacturing, distribution, finance, lease, and peripheral businesses of automotive products, tires and related products, as well as mobility service business	- Trade and operations for ships, aircraft, and aerospace related products, as well as general lease & finance business - Sales, services, rental, and trading of construction, mining, agricultural, and industrial equipment, together with related products	- 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 and digital infrastructure business, including transportation, airports, water infrastructure business, and submarine communication cables	- 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 and private equity	Digital and AI Solution Business	- Domestic and overseas retail businesses such as supermarkets and brands - 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, dispensing pharmacies, managed care, primary care	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.	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 products and food production systems	- 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)

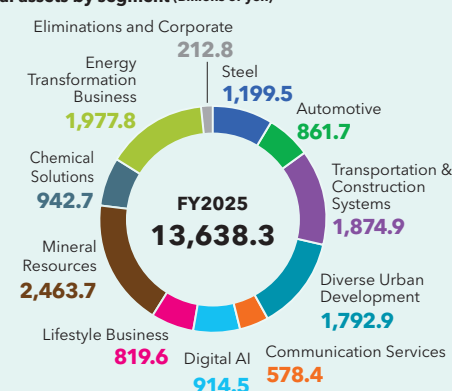


Profit for the year by segment*3 (Billions of yen)



*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 create new functions and
value through the use of digital and AI.**

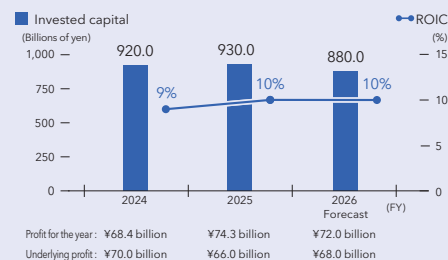
Main relevant
material issues



Katsuya Inubushi
Group CEO, Steel Group



Quantitative information



FY2025 Investment | Approx. ¥8.0 billion

Main investment areas

- Manufacturing business for the foundation of offshore wind power generation (monopile) in Europe
- High-value-added specialty steel business in India
- Acquisition of Canadian OCTG distributor

Major asset replacement

- Divestiture of Sekal AS

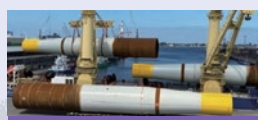
Business Development

A global network with unrivaled strengths in steel products and tubular products

Energy Automotive Building materials Electrical equipment Railways



Supply of steel pipes for energy development in the North Sea



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



U.S. railway materials and equipment



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



Steel pipe recycling business in North America

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
- Deterioration in economic and social conditions due to geopolitical risks

Internal Environment: Key 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
- Addressing geopolitical risks through a regional portfolio strategy

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
- Enhance the supply chain through DX and AI technologies

Medium-Term Management Plan 2026

Initiatives in final year of medium-term management plan

- Invest in a monopile (foundation of offshore wind power generation) manufacturing business in Europe to help realize a decarbonized society through the greening of the supply chain
- Actively strengthen and expand asset replacement focused on growth businesses to improve ROIC
- Introduce an AI platform to improve asset efficiency and enhance business processes across the supply chain

Initiatives for next medium-term management plan

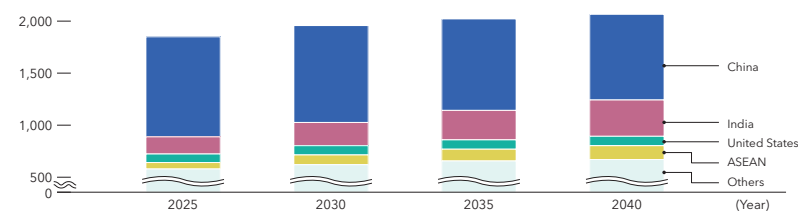
- Continue promoting asset replacement while expanding investment in growth markets and enhancing procurement and sales capabilities through the use of digital technologies and AI
- Expand our existing strength (our global supply chain) while further enhancing capabilities and expanding business across a broad range of industrial sectors

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

2,500 — (Millions of tons)



Source: Wood Mackenzie*

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Automotive Group

Lead the transformation of mobility and
create new values.

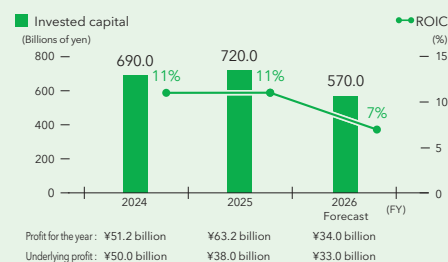
Main relevant
material issues



Takao Kusaka
Group CEO, Automotive Group



Quantitative information



FY2025 Investment | Approx. ¥17.0 billion

Main investment areas

- Automotive parts manufacturing business (capital investment)

Major asset replacement

- Divestment of Midas (U.S. tire retail business)
- Divestment of SML Isuzu

Business Development

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



Aimo Park



Sumitomo Mitsui Auto Service



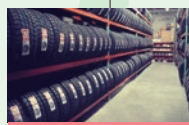
SC Automotive Engineering



Automotive sales and marketing business



KIRIU Group



TBC Corporation

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

- Negative changes in business environment and supply chain disruptions due to geopolitical risks
- Slower economic growth and rising business costs due to inflation and high interest rates

Internal Environment: Key Strengths

- Global business portfolio covering a wide range of the automotive sector—including manufacturing, sales, leasing, and services—built on a comprehensive view of the automotive value chain and with an eye toward the next generation of mobility
- Networks and partnerships with major OEMs and other key players in the industry
- Operational experiences and talent pool in various countries around the world, including high-volatility regions
- Frontline business management expertise and execution capabilities
- Strong business foundation in the mobility sector and the ability to create value by leveraging that foundation

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

Initiatives in final year of medium-term management plan

- Reinforce the foundation of our automotive sales and marketing business through sales network expansion
- Strengthen domestic and overseas automotive leasing operations
- Expand the customer base of our engineering business by focusing on new customer acquisition

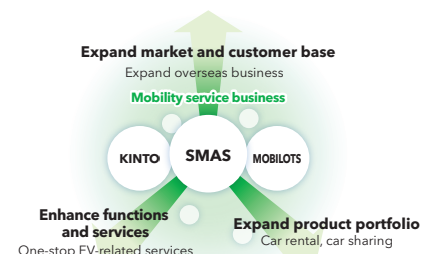
Initiatives for next medium-term management plan

- 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
- Accelerate collaboration with SCSK

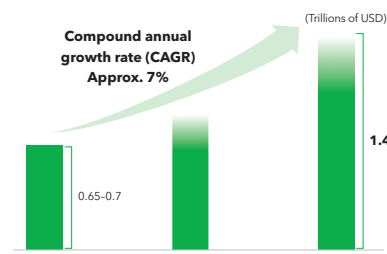
Key Market Trends

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

Growth strategy for the mobility services business



Automotive leasing market (Worldwide)



Source: Our estimates based on market research

Transportation & Construction Systems Group

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

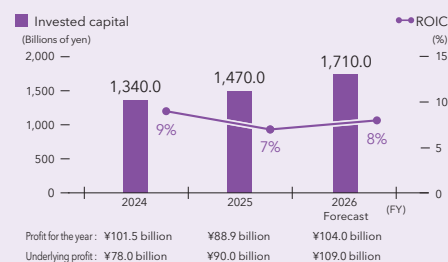
Main relevant material issues



Takao Kusaka
Group CEO, Transportation & Construction Systems Group



Quantitative information



FY2025 Investment | Approx. ¥50.0 billion

Main investment areas

- Acquisition of U.S. aircraft leasing company
- Acquisition of leading helicopter leasing company by SMFL

Major asset replacement

- Divestment of shipping business assets

Business Development

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



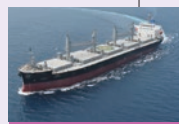
Sumitomo Mitsui Finance and Leasing (SMFL) (Leasing and financing)



SMS Equipment
(Construction and mining equipment sales and services)



SMBC Aviation Capital
(Aircraft leasing)



Oshima Shipbuilding
(Shipbuilding)



Sumisho Air Lease
(Aircraft leasing)



Sunstate Equipment
(Construction equipment rental)



Werner Aero
(Aftermarket aircraft parts)

External Environment: Business Environment

Opportunities

- Projected growth in demand for passenger air travel, aircraft, maritime freight transportation, and construction driven by global population growth
- Growth in government spending on defense and space driven by increasing importance of national security
- Growth in investments to meet rising demand for renewable energy, including solar and offshore wind power
- Increasing opportunities to accelerate R&D and create new businesses through the use of new technologies
- Growing demand for low-carbon and decarbonization 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 Strengths

- Track record of providing financial solutions and solution capabilities in a wide range of industries
- Expertise in aircraft, engine, and helicopter leasing and maintenance businesses in commercial aviation sector, supported by one of the world's largest leased aircraft fleets
- 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

Initiatives in final year of medium-term management plan

- Leverage complementary strengths of SMBC Aviation Capital and newly acquired Sumisho Air Lease to expand earnings base
- Expand existing market share and improve asset efficiency in the construction equipment rental business through operational improvements
- Expand investments in defense, space, and new technology sectors

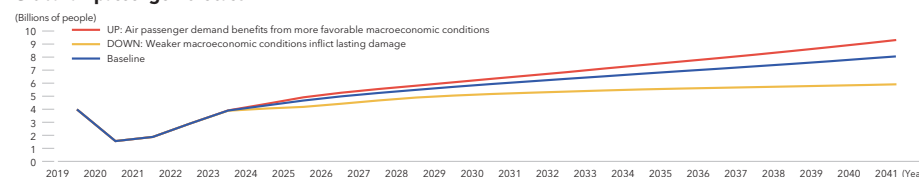
Initiatives for next medium-term management plan

- Drive organic growth by continuously strengthening governance at business companies and transforming business models and operations through the use of digital technologies and AI
- Leverage strengths in strategic business areas to accelerate inorganic investments and new business development

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



Source: IATA "Global Outlook for Air Transport" <https://www.iata.org/en/iata-repository/publications/economic-reports/global-outlook-for-air-transport-june-2024-report/>



Diverse Urban Development Group

Serving as a global developer shaping the cities of the future
— leveraging the unique strengths of the general trading company —
to fill communities and lives with smiles and compassion.

Main relevant
material issues

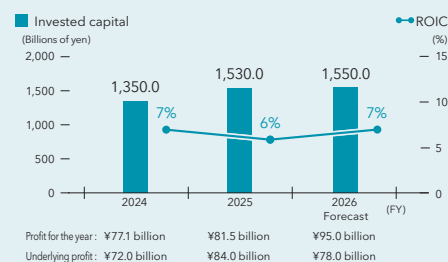


Yukihito Honda

Group CEO, Diverse Urban
Development Group



Quantitative information



FY2025 Investment | Approx. ¥90.0 billion

Main investment areas

Japan, the U.S., Vietnam, India, Philippines, Australia, etc.

- Urban development
- Industrial infrastructure
- Equipment supply, logistics, and insurance services

Major asset replacement

- Divestment of domestic and overseas real estate assets

Business Development

- Real Estate SBU
- Global Urban Development SBU
- Industrial System & Material SBU
- Logistics and Insurance SBU
- Social Infrastructure SBU



Elizabeth line
(Operated under contract
with Transport for London)



North Hanoi Smart City

Japan
Sustainable city development
Real estate business (office buildings, commercial facilities, residential properties, logistics facilities, and hotels) and real estate fund management
Logistics and insurance
Airport operation
Submarine cable business
District heating/cooling business
Manufacture and sale of building materials
Provision of equipment, machinery, services, and solutions for industrial use
Sale of cement-related products and manufacture and sale of ready-mixed concrete
Collection and recycling of PET bottles and others



SGL Akanehama Center (SOSLA property)



Kyudai Hakozaki Smart City



External Environment: Business Environment

Opportunities

- Growing demand for enriched living and safe, disaster-resilient urban development
- Growing demand for logistics, industrial infrastructure, and data infrastructure amid global restructuring of supply chains driven by rising geopolitical risks
- Increasing opportunities for integrated real estate, social infrastructure, and digital infrastructure developments driven by urban growth and industrial development

Risks

- Rise of nationalism in various countries and further escalation of global geoeconomic risks
- Tighter lending by financial institutions and a slowdown in investment activity due to volatility in interest rates, exchange rates, and bond markets
- Construction delays and procurement difficulties due to labor shortages and surging material costs and inflation

Internal Environment: Key Strengths

- Comprehensive capabilities to design, propose, and deliver solutions across the value chain by bringing together real estate and infrastructure development and operations, supply of equipment and materials, logistics, and insurance services
- Business development capabilities that address social challenges and local needs, built on long-standing relationships of trust with local governments and local partners
- Development and operational capabilities that deliver top-level capital efficiency in Japan's real estate industry through a diverse asset portfolio

Business Strategy

- Deliver value-added urban development by combining our diverse capabilities and networks, unique to a general trading company, with our frontline expertise
- Promote multifaceted global expansion targeting markets with rapid population growth and economic expansion
- Focus on countries and regions of strategic importance (markets where we can establish a unique presence, such as Japan, the U.S., Vietnam, and India, and collaborations with partners that align closely with our strategic and business objectives)

Medium-Term Management Plan 2026

Initiatives in final year of medium-term management plan

- Improve capital efficiency and profitability by promoting asset replacement in the domestic real estate business; strengthen our portfolio by expanding high-quality assets and pipeline
- Fully launch diverse urban development projects in North Hanoi and Hakozaki (land transfer completed; construction set to begin)
- Strengthen governance by establishing the Center of Excellence to ensure construction quality and by formulating Quality and Safety Group Policy

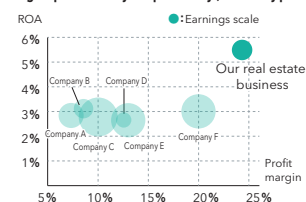
Initiatives for next medium-term management plan

- Accelerate asset replacement and third-party capital utilization to achieve after-tax profit of ¥120 billion and ROIC of over 8% by FY2030
- Realize full-scale earnings from overseas real estate, diverse development, and digital infrastructure businesses
- Develop talent capable of advancing the Group's growth strategy by drawing comprehensively on each SBU's strengths and expertise

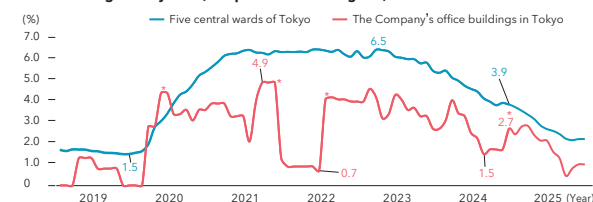
Key Market Trends

By strategically selecting regions and projects, we enhance the quality of our portfolio through asset replacement and new acquisitions while achieving industry-leading capital efficiency.

High capital efficiency and profitability (vs. industry peers)



Office building vacancy rates (Comparison of actual figures)



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

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

Communication Services Group

Creating new value and helping realize a sustainable society by combining cutting-edge technologies with our core strengths in the media, telecommunications, and broader communications services sectors.

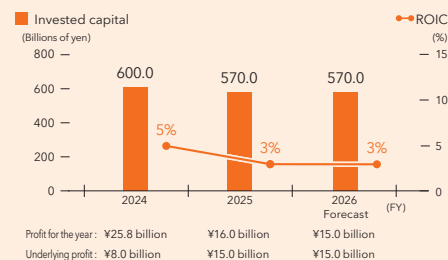
Main relevant material issues



Shinichi Kato
Group CEO,
Communication Services Group



Quantitative information



FY2025 Investment | Approx. ¥27.0 billion

Main investment areas

- Mobile device business

Major asset replacement

- Sale of T-Gaia

Business Development

- Smart Communication Platform SBU
- Next-Generation Telecommunication SBU
- Media SBU
- Innovation & Investment SBU



Telecommunications business (Ethiopia)



Mobile device installment sales (Kenya)



5G-sharing infrastructure (Japan)



Media businesses in cable television (Japan)



TV shopping (Japan)

Global CVC (Start-up investment) in 5 bases

External Environment: Business Environment

Opportunities

- Growing global demand for Japanese content, such as anime
- Limitations of maintenance and inspection operations that rely on manual visual inspections, driven by aging public infrastructure and worsening labor shortages

Risks

- Emergence of country risks, especially in developing nations, due to changes in policies and regulations

Internal Environment: Key Strengths

- Domestic network directly connected to consumers (Cable television household subscriptions in Japan: No. 1)
- Expertise in building overseas telecommunications infrastructure

Business Strategy

- 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 anime IP-related merchandising and video production businesses overseas
- Maximize the performance of global CVC and PE

Medium-Term Management Plan 2026

Initiatives in final year of medium-term management plan

- Leverage communications and AI technologies to expand public infrastructure solutions businesses for railway and airport operators
- Roll out merchandising and video production businesses overseas to maximize revenue from anime IP

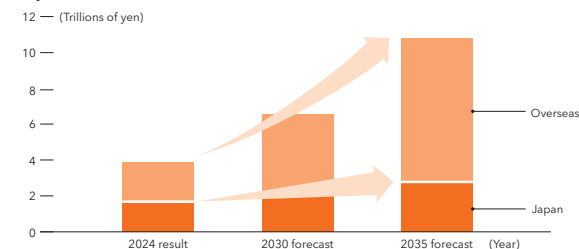
Initiatives for next medium-term management plan

- Promote asset replacement to deliver value
- Promote digital and AI strategies to cut costs at major subsidiaries and thus achieve profit growth
- Establish a new, substantial earnings pillar

Key Market Trends

We aim to expand our business in overseas markets for Japanese anime, which is earmarked for significant growth

Japanese anime market trend



Source: Anime Industry Report (2030 and 2035 forecasts are based on the report)

Digital AI Group

Leveraging digital and AI technologies across all business frontlines to strengthen our Group's competitiveness while building new value creation models and lead the transformation of society and industry.

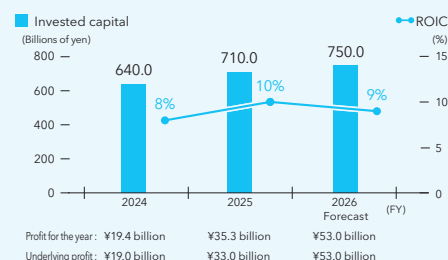
Main relevant material issues



Tatsushi Tatsumi
CEO, Digital AI Group



Quantitative information



FY2025 Investment | Approx. ¥779.0 billion

Main investment areas

- SCSK became a wholly owned subsidiary; Net One Systems joined our Group

Major asset replacement

- SCSK divested its stake in ARGO GRAPHICS

Business Portfolio Overview



External Environment: Business Environment

Opportunities

- Increasing demand for business and operational transformation driven by digital and AI technologies
- Growing demand for AI infrastructure and enablement foundation
- Growing need for robust cybersecurity and AI governance frameworks

Risks

- Customers shifting to in-house development enabled by AI-powered automation

Internal Environment: Key Strengths

- Digital and AI business expertise, business platform, and talent pool built up around SCSK
- Business frontlines, customer base, and industry expertise across our SBUs
- Company-wide digital/AI expertise accumulated through our Center of Excellence (CoE)

Business Strategy

- Growth driven by SCSK's evolution toward AI and offering-based business models, leveraging its existing competitive advantages and strengths
- Growth through the deployment of digital and AI technologies across all business frontlines of our group to build new value creation models and achieve growth
- Growth through new businesses creation enabled by collaboration between our Group and SCSK

Medium-Term Management Plan 2026

Initiatives in final year of the medium-term management plan

- Deepening operational integration between SCSK and Net One Systems toward April 2027
- Advancing co-creation initiatives following the full acquisition of SCSK
- Integration of digital and AI related organizations through the establishment of the Digital AI Group
- Strengthening digital solutions capabilities, including consulting, digital and AI, global expansion, BPO, etc.

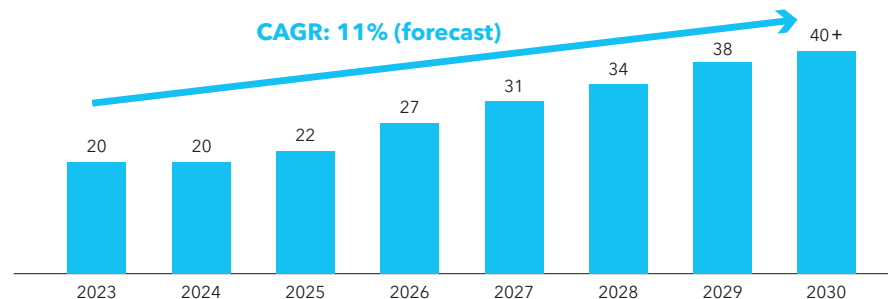
Initiatives for next medium-term management plan

- Supporting SCSK's sustainable growth as a shareholder
- Advancing DAIS as a Center of Excellence (CoE) to accelerate growth across our Group
- Creating collaborative business opportunities in key focus areas through collaboration between our business frontlines, SCSK, and other digital solutions companies

Key Market Trends

Japan's digital and IT market is projected to reach approximately ¥40 trillion by 2030; we aim to expand our business platform and market presence in this rapidly growing sector, which is expected to achieve a CAGR of approximately 11%

Japan's digital and IT market (Trillions of yen)



Source: Estimates based on reports published by Gartner and Yano Research Institute, and other sources.

Lifestyle Business Group

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

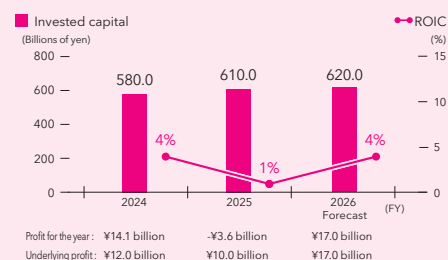
Main relevant material issues



Hiroki Takeno
Group CEO, Lifestyle Business Group



Quantitative information



FY2025 Investment | Approx. ¥50.0 billion

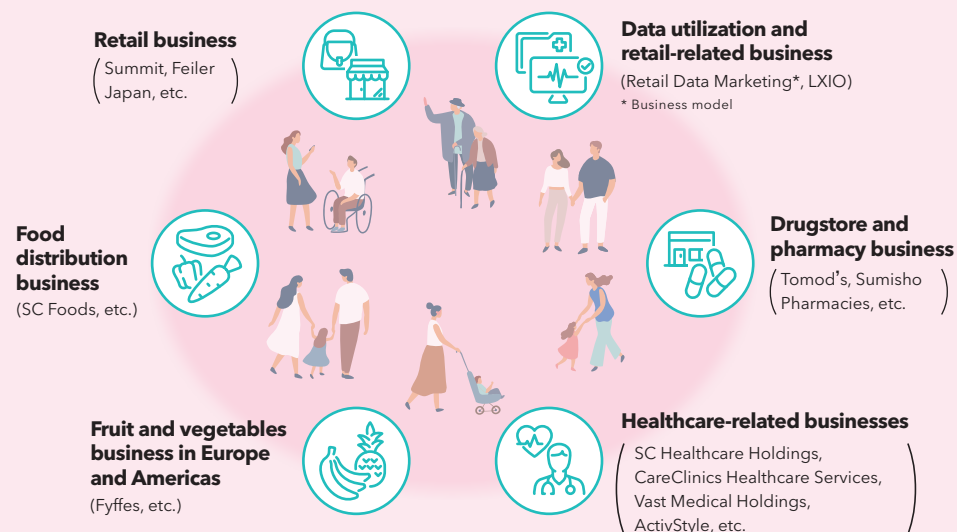
Main investment areas

- Domestic pharmacy business
- North American healthcare business

Major asset replacement

- Sale of the melon business of fresh produce business in Europe and the Americas

Business Development



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
- Advances in digital and AI technologies

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, and material costs, and high interest rates

Internal Environment: Key Strengths

- Retail operating know-how and customer access cultivated through Summit and Tomod's
- Brand business expertise gained through Feiler
- 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 in supermarket, drugstore, and pharmacy businesses, and leverage know-how, digital technologies, AI, and data to develop new businesses
- Broaden our primary care system and community-based comprehensive care-related businesses to address rising healthcare costs
- Leverage our expertise in the sales and processing of food and foodstuffs and our network to expand our earnings base and develop businesses in growth markets

Medium-Term Management Plan 2026

Initiatives in final year of medium-term management plan

- Enhance value through new store openings and store renovations; leverage digital technologies and AI to strengthen existing businesses
- Expand pharmacy businesses in Japan and healthcare businesses in Southeast Asia; invest in and engage with healthcare businesses in North America, the world's largest healthcare market
- Create new businesses leveraging data analysis and utilization based on the member IDs of Summit and Tomod's

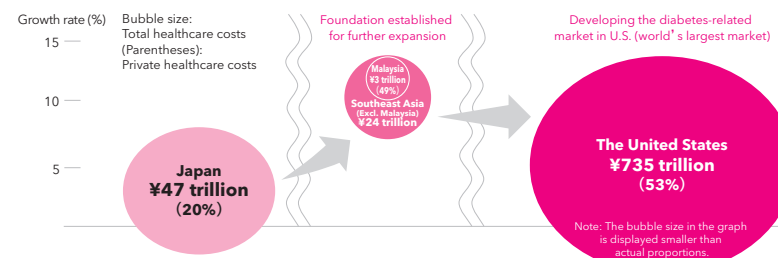
Initiatives for next medium-term management plan

- Maximize earning power by harnessing the Group's collective strengths, including cross-business collaboration with existing businesses; expand business scale through M&As
- Leverage strength in frontline business operation, as well as digital technologies and AI, to enhance operations and expand profitability
- Create new businesses (marketing, retail media, etc.) as a data-driven retailer
- Enhance competitiveness by developing talent with expertise in digital technologies and AI

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.

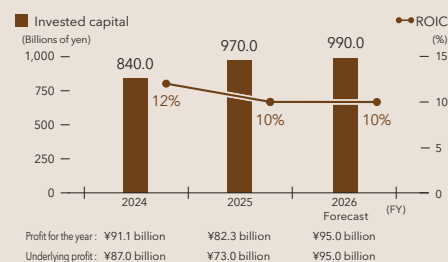
Main relevant material issues



Koichiro Yazaki
Group CEO, Mineral Resources Group



Quantitative information



FY2025 Investment | Approx. ¥15.0 billion

Main investment areas

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

Major asset replacement

- Details not disclosed

Business Development

- Handling of non-ferrous metal raw materials and products, aluminum, 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
- Silver, lead, and zinc
- Aluminum
- Coal
- Iron ore
- Uranium
- Manganese
- Carbon

Midstream/downstream businesses:

Trading, manufacturing, and processing

△ Trading

□ Manufacturing/processing



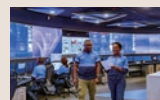
SCGC and SCMI (e.g., derivatives trading, precious metals trading)



Quebrada Blanca copper mine (Chile)



Press Metal's aluminum smelters (Malaysia)



Assmang iron ore and manganese mining business (South Africa)



High-Performance Overhead Transmission Conductors with Carbon Fiber-Reinforced Plastic (CFRP) Core Technology (France)*



Cerro Verde copper mine (Peru)



Mineracao Usiminas iron ore mine (Brazil)

* Source: Epsilon Composite

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 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

- Leverage our strengths and enhance our capabilities to expand the earnings base through engagement in copper and other projects in collaboration with 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

Initiatives in final year of medium-term management plan

- Maintain stable earnings from our core mining operations even amid resource price volatility, with manufacturing and trading businesses providing support and demonstrating the resilience of our portfolio
- Relentlessly pursue safe and stable operations and cost competitiveness aimed at maximizing the value of core assets; enhance the stability of our earnings base through agile reviews and capital allocation

Initiatives for next medium-term management plan

- Continue maximizing the value of existing assets, sharpen the Group's distinctive strengths, and selectively capture investment opportunities that support future growth
- Continue creating earnings opportunities through manufacturing and trading while leveraging digital technologies and AI to enhance the quality of decision-making to deliver stable value creation in a rapidly changing environment

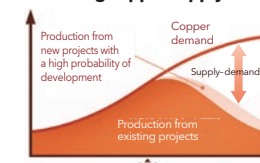
Key Market Trends

In addition to ensuring a stable supply of raw materials and products that support industry in response to market needs, we leverage derivatives to capture price differentials across markets and time horizons, thereby supporting key market functions such as price discovery and liquidity. Against the backdrop of sustained demand growth and supply constraints, we are also strengthening our business foundation by expanding our equity interests, particularly in copper and other mineral resources that are expected to face tightening supply-demand balances over the medium to long term.

Delivering resources to support markets



Widening copper supply-demand gap





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.

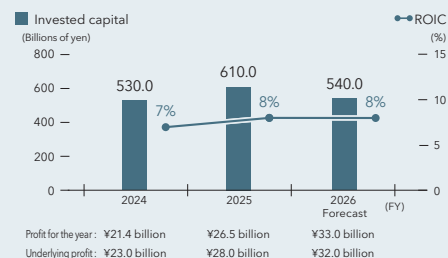
Main relevant material issues >



Takanori Kagohashi
Group CEO, Chemical Solutions Group



Quantitative information



FY2025 Investment | Approx. ¥22.0 billion

Main investment areas

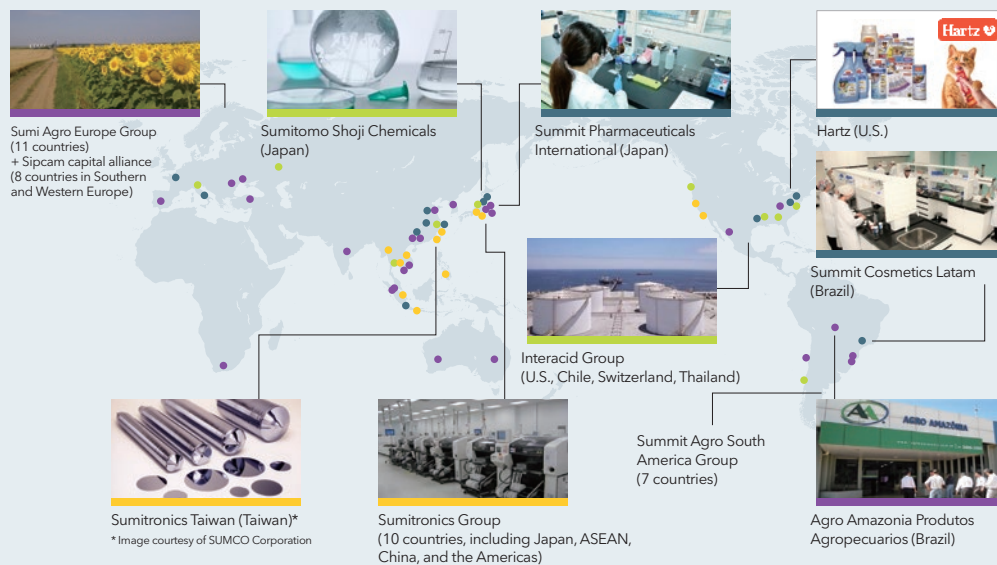
- Biological crop protection business (Chile, U.S.)
- Retail business for agricultural inputs (Vietnam)
- Organic chemical distribution business (U.S.)

Major asset replacement

- Details not disclosed

Business Portfolio Overview

● Basic Chemicals ● Life Science ● Electronics ● Agri Business



External Environment: Business Environment

Opportunities

- Changes in the supply-demand balance, industry structure, and trade flows in the chemicals sector
- Supply chain diversification and restructuring driven by economic security considerations
- Expanding electronics applications driven by advances in digital and AI, electrification, and IoT, etc.
- Growing demand for agricultural inputs and sustainable agriculture solutions driven by rising food demand

Risks

- Changing market conditions due to growth of companies in emerging economies
- Declining plant profitability due to exchange rate fluctuations, rising labor costs, and higher logistics costs
- Changing business conditions driven by economic blocs and geopolitical risks
- Impacts of climate change on agricultural production, greater price volatility for grains and agricultural inputs (particularly fertilizers), and tightening regulations on chemical pesticides

Internal Environment: Key Strengths

- Product and service development capabilities backed by a global sales network for agricultural inputs, strong information-gathering and procurement capabilities, and close customer relationships
- Supply-demand balancing and logistics capabilities in basic chemicals trading
- 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

- Strengthen resilience to downside risks arising from changes in the external environment through business portfolio optimization
- 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 earnings 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

Initiatives in final year of medium-term management plan

- Strengthen the earnings base of the basic chemicals and electronics businesses in response to changing external conditions
- Sustain growth in existing life science businesses while building a green chemicals business leveraging biochemical trading
- Rebuild the foundation of agribusiness to improve its earning power and achieve sustainable growth

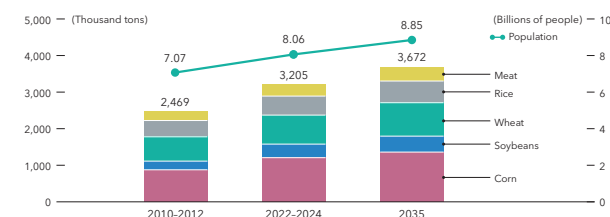
Initiatives in next medium-term management plan

- Build a business model adapted to petrochemical industry restructuring, strengthen the sulfuric acid business in North America and Asia, and enhance competitiveness in semiconductor materials and EMS
- Reinforce growth in the pharmaceutical and pet care businesses while building new supply chains for specialty inorganic materials and green chemicals
- Expand capabilities of agricultural inputs distribution business and complete its turnaround while diversifying the business portfolio through investments in biopesticides and other areas

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 consumption outlook



Source: Prepared by Sumitomo Corporation based on Outlook for Global Food Supply and Demand in 2035 Based on the Global Food Supply and Demand Model (March 2026), Policy Research Institute, Ministry of Agriculture, Forestry and Fisheries.



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 >

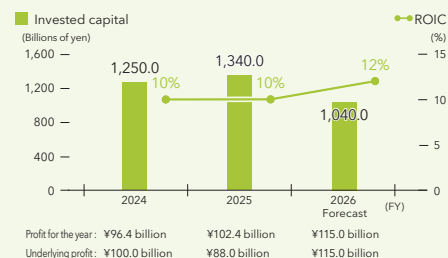


Hajime Mori

Group CEO,
Energy Transformation Business Group



Quantitative information



FY2025 Investment | Approx. ¥97.0 billion

Main investment areas

- Renewable energy-related businesses in Japan and overseas

Major asset replacement

- Liquidation of gas-fired power generation business in Vietnam

Business Development

- Forestry business
- Bioenergy business
- Gas value chain and offshore infrastructure
- Energy storage business and equipment
- IPP, IWPP business
- Power EPC
- Carbon credit generation business

The United Kingdom
Offshore wind IPP
Natural gas trading and marketing

Denmark
Bioenergy

France
Offshore wind IPP^{*1}

Spain
Solar IPP

Egypt
Onshore wind IPP

Ghana
Thermal IPP
FPSO

South Africa
Onshore wind IPP

Russia
Forestry

The United Arab Emirates
Thermal IWPP^{*2}

Bahrain
Thermal IWPP

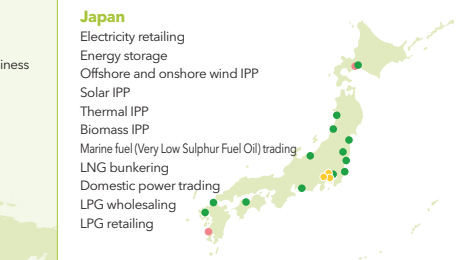
Qatar
LNG

India
Renewable energy development and supply
City gas

Vietnam
Thermal IPP
Hydroelectric power generation

Indonesia
Thermal IPP
Geothermal IPP
LNG

Carbon credit generation



China
Onshore wind IPP

Thailand
Thermal IPP

Philippines
Hydroelectric IPP

The United States
Onshore wind IPP
Thermal IPP
Solar photovoltaic (PV) + battery energy storage
Energy storage facility
LNG export
Natural gas trading and marketing

Australia
Thermal IPP
LNG

New Zealand
Forestry

^{*1} IPP: Independent Power Producer
^{*2} IWPP: Independent Water Power Producer

External Environment: Business Environment

Opportunities

- Surging electricity demand driven by the expansion of data centers accompanying the widespread adoption of generative AI
- Growing concern about decarbonization and energy security
- Changing energy demand patterns, growing importance of natural gas, and gradual transition to a low-carbon economy
- Heightened energy security concerns over oil and gas and resurging hopes for renewable energy amid tensions in the Middle East

Risks

- Intensification of a competitive business environment with the entry of suppliers from emerging countries and new business operators from other industries
- Materialization of geopolitical risks and volatility in energy markets
- Changes/setbacks in national decarbonization policies/regulations and their impact on decarbonization-related businesses

Internal Environment: Key Strengths

- Project execution capabilities, including financing and EPC, built through experience in power, gas, and broader energy sectors
- Our accumulated relationships with governments, partners, and customers around the world
- Earnings from trading and retail businesses supported by a strong customer base, market intelligence, and risk management

Business Strategy

- Leverage our strong existing energy business platform with markets and governments worldwide while driving strategic transformation through the Energy Innovation Initiative (EII), which aims to commercialize next-generation energy businesses, to sustain and expand our earnings base and build new future earning pillars
- Take a full view of each industry's value chain to deliver one-stop decarbonization solutions that address regional needs and thus expand our new earnings base

Medium-Term Management Plan 2026

Initiatives in final year of medium-term management plan

- Accelerate portfolio rotation to businesses and assets with growth and strategic potential
- Develop and promote decarbonized and circular energy businesses
- Strengthen capabilities and optimize resource allocation through greater talent mobility across the Group

Initiatives for next medium-term management plan

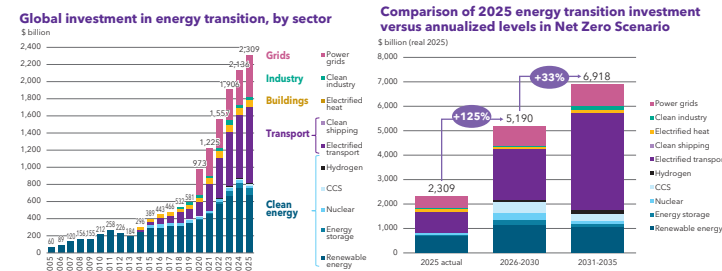
- Accelerate portfolio rotation to businesses and assets with growth and strategic potential
- Aim to build a high-value-added earnings portfolio by strengthening our trading functions and mid-to downstream businesses that complement our upstream operations and enhance overall value
- Create new businesses 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 of 2025 energy transition investment versus annualized levels in New Energy Outlook 2025 Net Zero Scenario



Source: Energy Transition Investment Trends 2026, BloombergNEF (January 27, 2026)

Summary of Key Financial 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).

(Billions of yen)

Financial data	BBBO2017			Medium-Term Management Plan 2020			SHIFT 2023			Medium-Term Management Plan 2026	
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
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	¥ 1,509.7
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	-1,111.4
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	-25.5
Dividends	10.6	9.4	10.7	12.1	11.1	8.6	27.3	20.1	13.7	14.9	12.2
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	266.7
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	600.3
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	13,638.3
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	4,628.6
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	3,147.2
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	813.5
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	-155.9
Free cash flows	514.3	165.1	139.5	217.6	123.2	347.0	243.1	141.3	389.6	150.9	657.6
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	-252.5
											(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	¥ 499.09
Diluted	59.69	136.81	246.91	256.41	137.03	-122.42	370.53	452.27	315.64	463.32	498.66
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	3,880.87
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	150.00
											(%/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	33.9
ROE (%)	3.2	7.4	12.5	12.0	6.4	-	16.2	16.2	9.4	12.4	12.9
ROA (%)	0.9	2.2	4.0	4.1	2.1	-	5.3	5.7	3.7	5.0	4.8
Net D/E ratio (times)	1.2	1.1	1.0	0.9	1.0	0.9	0.7	0.7	0.6	0.6	0.7

*1 Interest-bearing liabilities (net) = Sum of bonds and borrowings (current and non-current) - (cash and cash equivalents + time deposits)

*2 Cash dividend per share represents the cash dividends declared applicable to each respective year, including dividends paid after the year-end.

Segment Information

(As of and for the years ended March 31)

(Billions of yen)

	Steel		Automotive		Transportation & Construction Systems		Diverse Urban Development		Communication Services		Digital AI		Lifestyle Business		Mineral Resources		Chemical Solutions		Energy Transformation Business		Corporate and Eliminations		Total	
FY	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025
Gross profit	188.3	174.9	166.2	139.8	200.3	216.7	119.6	136.3	3.2	3.8	161.0	213.8	236.2	262.6	47.9	41.9	153.9	150.5	166.0	177.0	2.2	-7.7	1,444.8	1,509.7
Selling, general and administrative expenses	-104.1	-103.8	-102.9	-101.2	-152.5	-161.5	-72.5	-77.7	-22.4	-21.2	-96.6	-134.2	-222.3	-244.3	-33.6	-31.0	-118.6	-117.1	-98.8	-101.7	-15.4	-17.8	-1,039.7	-1,111.4
Share of profit (loss) of investments accounted for using the equity method	11.9	17.9	14.9	36.2	90.3	68.2	11.3	5.7	26.8	31.1	1.2	-0.7	6.9	5.2	63.1	60.8	8.6	8.4	41.9	33.8	0.1	0.0	277.0	266.7
Profit (loss) for the year attributable to owners of the parent	68.4	74.3	51.2	63.2	101.5	88.9	77.1	81.5	25.8	16.0	19.4	35.3	14.1	-3.6	91.1	82.3	21.4	26.5	96.4	102.4	-4.5	33.5	561.9	600.3
Asset replacement and extraordinary profit/loss Rounded figures	-1.0	+9.0	+1.0	+25.0	+23.0	-1.0	+5.0	-2.0	+18.0	+1.0	0	+2.0	+2.0	-14.0	+4.0	+10.0	-2.0	-2.0	-4.0	+15.0	+1.0	+30.0	+47.0	+72.0
Underlying profit Rounded figures	70.0	66.0	50.0	38.0	78.0	90.0	72.0	84.0	8.0	15.0	19.0	33.0	12.0	10.0	87.0	73.0	23.0	28.0	100.0	88.0	-5.0	3.0	515.0	528.0
Cash flow earnings*1	71.7	57.9	70.4	53.9	104.4	103.5	56.0	57.9	26.4	26.9	63.2	79.1	21.2	25.7	66.5	45.3	37.2	35.6	103.1	113.7	27.5	21.4	647.6	621.1
Investments Rounded figures	39.0	8.0	18.0	17.0	95.0	50.0	92.0	90.0	38.0	27.0	285.0	779.0	36.0	50.0	29.0	15.0	20.0	22.0	58.0	97.0	18.0	14.0	730.0	1,170.0
Total assets	1,170.5	1,199.5	848.6	861.7	1,736.9	1,874.9	1,619.9	1,792.9	606.2	578.4	914.2	914.5	770.0	819.6	1,493.9	2,463.7	829.9	942.7	1,633.2	1,977.8	7.9	212.8	11,631.2	13,638.3
Trade, other receivables and inventories	801.7	786.3	271.4	247.9	514.8	599.4	568.6	588.0	8.1	7.7	204.1	209.7	195.8	205.3	555.5	914.2	528.7	594.7	730.6	784.8	-204.7	-234.7	4,174.5	4,703.4
ROIC (%)**2	9	10	11	11	9	7	7	6	5	3	8	10	4	1	12	10	7	8	10	10	-	-	8	8
Invested capital**3	920.0	930.0	690.0	720.0	1,340.0	1,470.0	1,350.0	1,530.0	600.0	570.0	640.0	710.0	580.0	610.0	840.0	970.0	530.0	610.0	1,250.0	1,340.0	-	-	8,670.0	9,440.0
Number of employees (Non-consolidated; persons)**4	416	403	362	364	291	294	595	593	-	-	-	-	261	287	394	401	364	336	646	671	1,252	1,197	4,963	4,938
Number of employees (Consolidated; persons)**4	5,380	4,940	10,124	8,767	11,591	11,496	4,948	4,924	-	-	-	-	16,446	16,885	842	867	7,214	6,912	3,105	3,306	2,861	2,808	83,327	82,488

Note: FY2024 results and FY2025 results are reclassified in accordance with the reorganization effective from April 1, 2026.

*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 (excluding dividends associated with asset replacement) + Depreciation + Lease liability payments

*2 ROIC = NOPAT (Profit for the year (including profit attributable to non-controlling interests) - Interest expense × (1 - Tax rate)) / Invested capital (Average of beginning and ending balances of [Interest-bearing liabilities (gross) + lease liabilities + Total equity])

*3 The figures represent year-end balances (billions of yen) for each fiscal year.

*4 Due to organizational restructuring effective April 1, 2026, figures for the new organizational structure have not been calculated. Number of employees (non-consolidated; persons) in the former Media & Digital Group (now the Communication Services Group and Digital AI Group): 382 in FY2024 and 392 in FY2025. Number of employees (consolidated; persons): 20,816 in FY2024 and 21,583 in FY2025.

Summary of Non-Financial Indicators (As of and for the years ended March 31)

- ▶ Our People | <https://sumitomocorp.disclosure.site/en/themes/31>
- ▶ Social-related data | <https://sumitomocorp.disclosure.site/en/themes/19>
- ▶ Environmental-related data | <https://sumitomocorp.disclosure.site/en/themes/18>
- ▶ GHG emissions (Scope 3 <consolidated>) | <https://sumitomocorp.disclosure.site/en/themes/53>
- ▶ Governance-related data | <https://sumitomocorp.disclosure.site/en/themes/20>

Employee data

		FY2023	FY2024	FY2025
Employee data	Number of employees (Consolidated basis)	79,692	83,327	82,488
	Number of employees (Non-consolidated basis)*1	5,152	5,086	5,056
	Number of employees dispatched overseas	926	934	942
	Number of new employees	100	98	100
	Male/Female	63/37	62/36	58/42
	Number of mid-career employees	88	64	52
	Percentage of employees with disabilities*2	2.29%	2.45%	2.65%
	Female manager ratio*3	9.6%	10.4%	11.3%
	Female department general manager ratio*3	2.4%	2.6%	2.6%
	Female director ratio*3	18.8%	18.8%	20.0%
	Average age	43.1	43.2	43.3
	Average years of service per person (Years/Months)	18/4	18/4	18/3
	Male	18/11	18/10	18/10
	Female	16/6	16/6	16/7
	Gender wage gap between male and female*4	59.0%	61.4%	62.6%
Working styles	Average annual salary	¥17,587,787	¥17,443,137	¥18,402,971
	Average monthly overtime hours (Hours/Minutes)	9/51	9/51	9/51
	Average annual days of paid vacation acquired	14.3	14.1	14.5
	Number of employees taking spousal maternity leave	86	109	97
	Number of employees taking leave to care for sick/injured children	243	266	331
	Number of employees taking childcare leave	111	141	117
	Male/Female	48/63	89/52	66/51
	Ratio of eligible male employees taking childcare leave*5	63.6%	78.6%	79.6%
	Number of employees using shortened work hour system	190	187	204
	Number of employees undergoing training overseas	65	64	57
Skills development training*6	Total number of employees participating in training	40,530	65,432	73,799
	Total training hours	106,605	142,460	131,140
	Average hours per employee	21.2	28.7	26.6

*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. Our targets for FY2030 are to achieve at least 20% females in managerial positions, at least 10% females in department general manager-level positions, and at least 30% females on the Board of Directors.

*4 Items subject to calculation of the gender wage gap: Monthly salary (base pay, adjustment pay, secondment allowance, separate living allowance, teleworking allowance, overtime work allowance, late-night premium allowance for managers), bonus.
Reason for gap: Our remuneration system is based on the principles of "Pay for job, Pay for performance". Accordingly, employees at the same job grade—with equivalent roles and responsibilities—receive equal pay regardless of gender. The main factor behind the gender wage gap is the lower proportion of women in management positions compared with men, resulting in fewer female managers overall. This reflects the fact that, historically, the Company had two career tracks at the time of hiring, and many female employees were in the administrative track, which in principle did not require relocation. Employees in this track primarily handled administrative work and supported employees in the professional track. In 2022, we integrated these tracks and transitioned to a system enabling employees to build their careers more flexibly based on their individual skills, capabilities, and aspirations. As a result, an increasing number of employees from the former administrative track are being promoted to management positions. As the number of female managers rises, we expect the gender wage gap to steadily narrow.

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

Scope 1, 2

	FY2023	FY2024	FY2025
Scope 1	4,530	6,666	6,799
Scope 2	572	490	485

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

Scope 3

Category	FY2023	FY2024	FY2025
1 Purchased goods and services	—	32,713	31,807
2 Capital goods	—	629	590
3 Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	—	4,542	4,115
4 Upstream transportation and distribution	—	2,308	2,304
5 Waste generated in operations	—	21	22
6 Business travel	—	28	27
7 Employee commuting	—	23	24
8 Upstream leased assets	—	—	—
9 Downstream transportation and distribution	—	301	124
10 Processing of sold products	—	1,031	2,539
11 Use of sold products	—	38,015	33,273
12 End-of-life treatment of sold products	—	245	332
13 Downstream leased assets	—	20,052	18,707
14 Franchises	—	—	—
15 Investments	—	17,778	16,305
Total		117,688	110,169

*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. For trading transactions involving third-party products, revenue recognition is based on IFRS 15 Revenue Recognition, and only applies when the Group is the principal in the transaction.
3. For transactions within the Sumitomo Corporation Group, double counting within the group is excluded only when double counting is clearly identified for the same emission source, for the purpose of eliminating double counting within the group.
4. For emissions related to Cat4/9 transportation, domestic transportation of low significance is excluded.
5. For intermediate products sold, if the processing process up to the final product cannot be identified, they are excluded from the calculation.

Corporate governance data

	FY2023	FY2024	FY2025*9
Number of Directors	11	11	10
Number of Internal Directors	6	6	5
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, 2026)

Corporate profile

Trade name	Sumitomo Corporation
Establishment date	December 24, 1919
Paid-in capital	¥221.6 billion
Fiscal year	From April 1 of each year through March 31 of the following year
Number of consolidated subsidiaries*1	327 (Domestic 94, Overseas 233)
Number of associated companies [Equity method]	192 (Domestic 46, Overseas 146)
Total	519
Number of employees	5,056*2 (Consolidated: 82,488)
Head Office	OTEMACHI PLACE EAST TOWER 3-2 Otemachi 2-Chome, Chiyoda-ku, Tokyo 100-8601, Japan
URL	https://www.sumitomocorp.com/en/jp

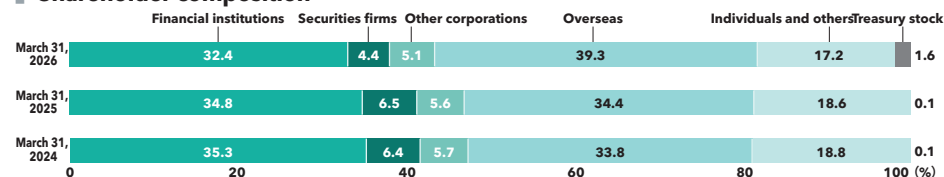
*1 Of the affiliates owned by consolidated subsidiaries, those accounted for as consolidated subsidiaries or equity-method affiliates by the respective consolidated subsidiaries (346 subsidiaries and 73 equity-method affiliates as of March 31, 2026) are excluded from this figure.

*2 This figure includes 118 persons whom our overseas branch offices, sub-branch offices, and representative offices employ.

Stock information

General Meeting of Shareholders	June of each year
Stock listing	Tokyo
Securities identification code	8053
American depositary receipts	
Ratio	1ADR:1ORD
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	1,211,426,667 shares (including 18,766,168 treasury shares)
Number of shareholders	301,904

Shareholder composition



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

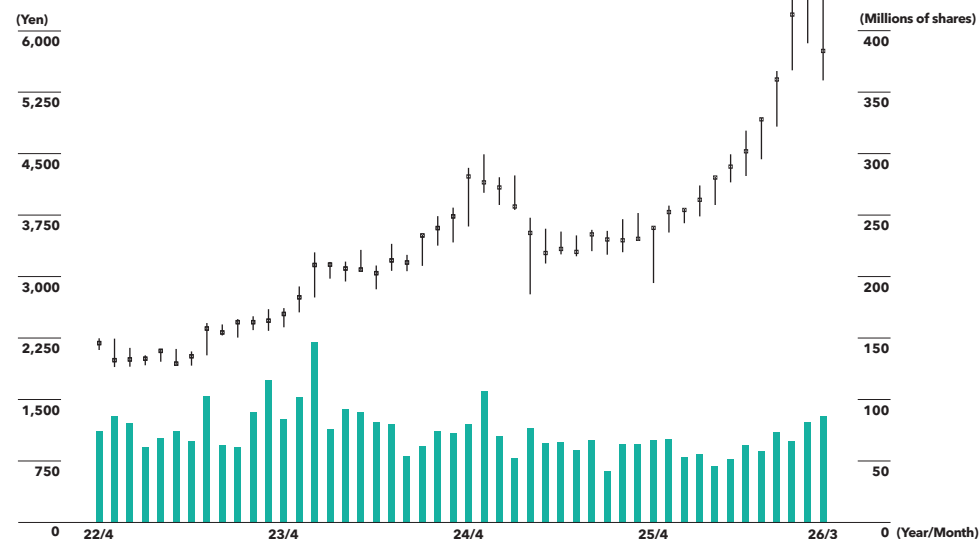
Major shareholders

Rank	Name	Number of shares (Thousands of shares)	Shareholding ratio (%) ^{*3}
1	The Master Trust Bank of Japan, Ltd. (trust account)	188,776	15.83
2	STATE STREET BANK AND TRUST COMPANY 505104	116,625	9.78
3	Custody Bank of Japan, Ltd. (trust account)	64,456	5.40
4	Sumitomo Life Insurance Company	31,460	2.64
5	CITIBANK, N. A. -NY. AS DEPOSITARY BANK FOR DEPOSITARY SHARE HOLDERS	22,013	1.85
6	STATE STREET BANK AND TRUST COMPANY 505001	20,581	1.73
7	JP MORGAN CHASE BANK 385642	19,103	1.60
8	JP MORGAN CHASE BANK 385781	14,752	1.24
9	THE CHASE MANHATTAN BANK, N. A. LONDONSECS LENDING OMNIBUS ACCOUNT	12,693	1.06
10	Barclays Securities Japan Limited	11,349	0.95

*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

— High and low (left) ■ Closing price (left) ■ Trading volume (right)

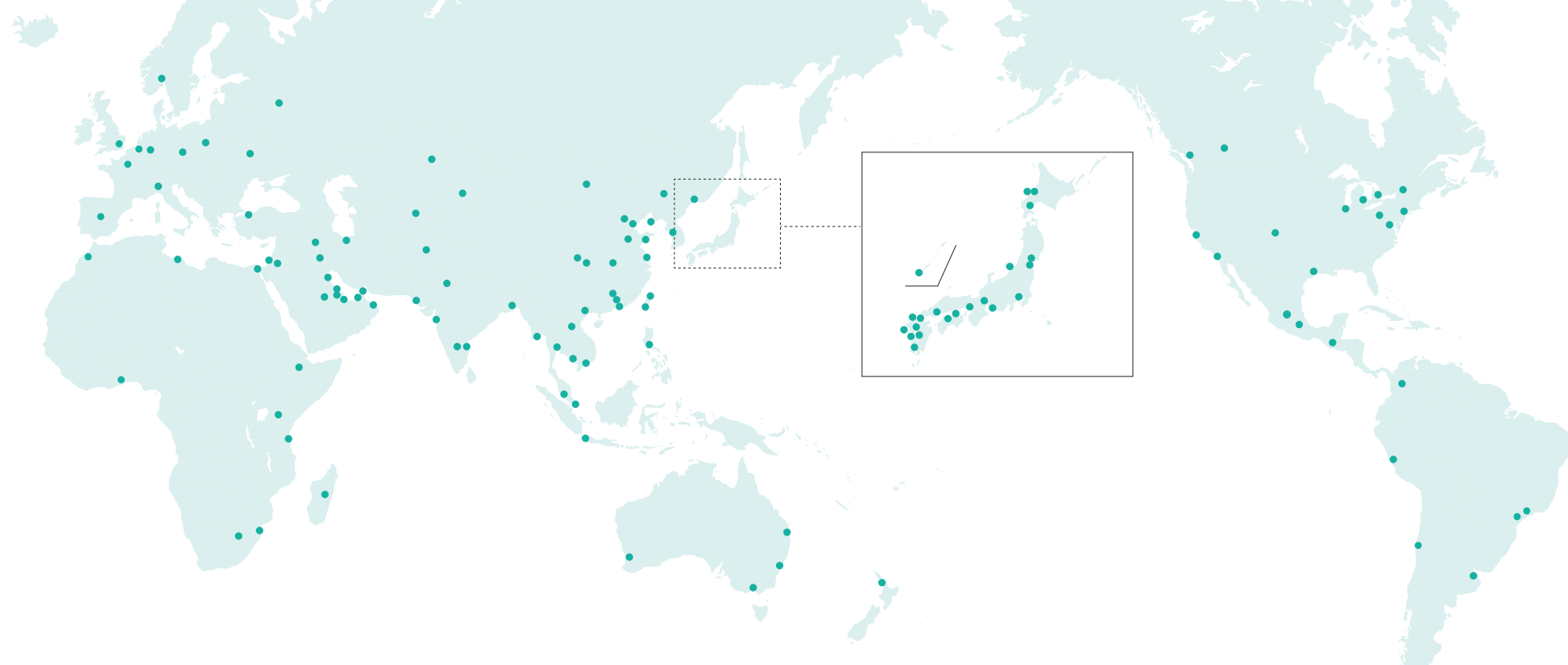


Global Network

(As of April 1, 2026)

Domestic and overseas offices

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



Overseas

61 countries and regions

33 subsidiaries ... **80** locations

1 sub-branch ... **1** location

2 branches ... **2** locations

20 offices ... **20** locations

Total 103 locations

Japan

Head Office

3 subsidiaries ... **10** locations

6 offices ... **10** locations

Total 21 locations

Offices

124 locations **62** countries and regions

Consolidated subsidiaries and associated companies (As of March 31, 2026)

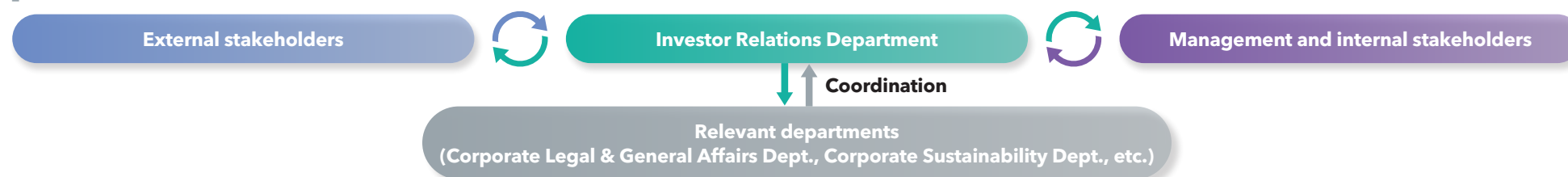
519 companies* **66** countries and regions

* Of the affiliates owned by consolidated subsidiaries, those accounted for as consolidated subsidiaries or equity-method affiliates by the respective consolidated subsidiaries (346 subsidiaries and 73 equity-method affiliates as of March 31, 2026) 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 the cost of capital and the 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."

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.

FY2025 results

- Number of individual meetings: Approx. 420 (54 of which were ESG/SR*1 related) [Number of times management attended: CEO 22, CFO 50]
- IR Day 2025 held
- Briefings for individual investors: 6 times annually (Total participation approx. 6,500)

Details of engagement

- **Business portfolio transformation**
Sustainability and repeatability of business portfolio transformation execution, growth areas for capital allocation, approach to asset replacement, etc.
- **Major investments and asset replacement**
Strategic rationale and synergy potential of major investments, quantitative targets, and measures to address external changes such as AI disruption
Asset replacement, investments, and shareholder returns from FY2026 onward after executing major investments, as well as the likelihood of achieving FY2026 profit for the year forecast (¥630.0 billion), and others
- **Sustainability management**
Financial impact/analyses of climate change (qualitative and quantitative), carbon neutrality targets across the supply chain, effectiveness of the new governance structure, composition and evaluation process of the Nomination and Remuneration Advisory Committee, audit processes, and others

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.

FY2025 results

- | | | |
|--|---|--|
| ● Management Council: 12 times annually | ● Regular meetings with the President: 4 times annually | ● IR/SR Subcommittee: Monthly |
| ● Board of Directors' meetings: 9 times annually | ● Corporate Communication Committee: Quarterly | ● IR quarterly report*2: Published quarterly |
| | | ● Internal IR meetings held |

Measures implemented based on feedback

- **Business portfolio transformation**
Enhanced quantitative disclosures, including profit growth in main growth areas, asset replacement plan, and ROIC by business group, etc., in order to sustain and further enhance expectations for our Group's ability to execute business portfolio transformation
- **Major investments and asset replacement**
Held two business briefings on major investments, clarified opportunities and risks arising from changing external conditions
Clearly outlined timeline, scale, and target areas for asset replacement while quantifying our commitment to maintain investments at a consistent level with the aim of improving our financial soundness over the three-year period ending in FY2028
- **Sustainability management**
Enhanced disclosure of the financial impact of climate change and updated our carbon neutrality targets in February 2026 to include selected Scope 3 categories (ahead of FY2026 mandatory disclosure requirements)
Enhanced disclosure on the progress of corporate governance initiatives, the composition and evaluation process of the Nomination and Remuneration Advisory Committee, and our audit activities

*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 JPX Blossom Japan Index
- FTSE JPX Blossom Japan Sector Relative Index



FTSE4Good



FTSE JPX Blossom
Japan Index



FTSE JPX Blossom
Japan Sector
Relative Index

- MSCI Nihonkabu ESG Select Leaders Index*
- Morningstar Japan ex-REIT Gender Diversity Tilt Index (GenDi J)
- S&P/JPX Carbon Efficient Index
- Sampo Sustainability Index

2026 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

2026



Sampo Sustainability Index

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Other external evaluations

- CDP (We were evaluated B (Management level) in the Climate Change program, A (Leadership level) in the Water Security program, and A- (Leadership level) in the Forests program.)



- Ministry of Health, Labour and Welfare (Japan): “Eruboshi” company on the basis of the Act on Promotion of Women’s Participation and Advancement in the Workplace
- Ministry of Health, Labour and Welfare (Japan): “Platinum Kurumin” as a company that provides superior childcare support
- Ministry of Economy, Trade and Industry (Japan): Enterprise with outstanding health and productivity management
- Next Nadeshiko: Companies Supporting Dual Careers and Co-parenting
(Selected by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange)



- Ministry of Economy, Trade and Industry (Japan): DX Certified Business Operator under the DX Certification

