Sumitomo Corporation

Enriching lives and the world

Annual Results for FY2025

Sumitomo Corporation| May 1, 2026

Cautionary Statement Concerning Forward-looking Statements

This report includes forward-looking statements relating to our future plans, forecasts, objectives, expectations and intentions. The forward-looking statements reflect management's current assumptions and expectations of future events, and accordingly, they are inherently susceptible to uncertainties and changes in circumstances and are not guarantees of future performance. Actual results may differ materially, for a wide range of possible reasons, including general industry and market conditions and general international economic conditions. In light of the many risks and uncertainties, you are advised not to put undue reliance on these statements.
The management forecasts included in this report are not projections, and do not represent management's current estimates of future performance. Rather, they represent forecasts that management strives to achieve through the successful implementation of the Company's business strategies. The Company may be unsuccessful in implementing its business strategies, and management may fail to achieve its forecasts. The Company is under no obligation -- and expressly disclaims any such obligation -- to update or alter its forward-looking statements.

1. Summary of FY2025 Results/FY2026 Forecasts

FY2025 Results/ FY2026 Forecasts	• FY2025 Results: profit for the year attributable to owners of the parent **reached a record-high of ¥600.3 bil., an increase of ¥38.5 bil.** compared with FY2024. ROE was **12.9%**. • FY2026 Forecasts: annual profit of **¥630.0 bil**., a record-high, and ROE of **around 13%** (before loss buffer incorporated: ¥660.0 bil.). • Regarding the Middle East situation, impacts that can be reasonably estimated have been incorporated into the segment forecasts, based on the circumstances of each business. • The full-year forecast incorporated a loss buffer of ¥-30.0 bil. to prepare for uncertainties such as heightened uncertainty surrounding the situation in the Middle East.
Shareholder Return	• Annual dividend for FY2025 has been **increased by ¥10/share** from the most recent forecast **to ¥150/share**. • Annual dividend for FY2026 is forecasted to be **increased by a further ¥10/share to ¥160/share**. • **Share repurchase totaling ¥80.0 bil.** has been resolved. (FY2025: additional ¥10.0 bil., FY2026: ¥70.0 bil.) • A 4-for-1 share split is planned to be implemented with an effective date of July 1 2026. (The annual dividend forecast after the share split is ¥40/share.)

	FY2024 Results	FY2025 Results		FY2026 Forecasts
Profit for the year (attributable to owners of the parent)	**¥561.9 bil.**	**¥600.3 bil.**	¥+38.5 bil. (YoY)	**¥630.0 bil.** ¥660.0 bil.(before loss buffer)
Of which, Underlying profit	¥515.0 bil.	¥528.0 bil.		¥620.0 bil.
Asset replacement and extraordinary profits/losses	¥47.0 bil.	¥72.0 bil.		¥40.0 bil.
ROE	**12.4 %**	**12.9 %**	+0.5pt (YoY)	**Around 13 %**
Annual Dividend	¥130 /share	¥150 /share (Interim: ¥70/share, year-end: ¥80/share)		¥160 /share (Forecast/before considering the share split)
Share Repurchase	¥70.0 bil.	¥70.0 bil.*		¥70.0 bil.

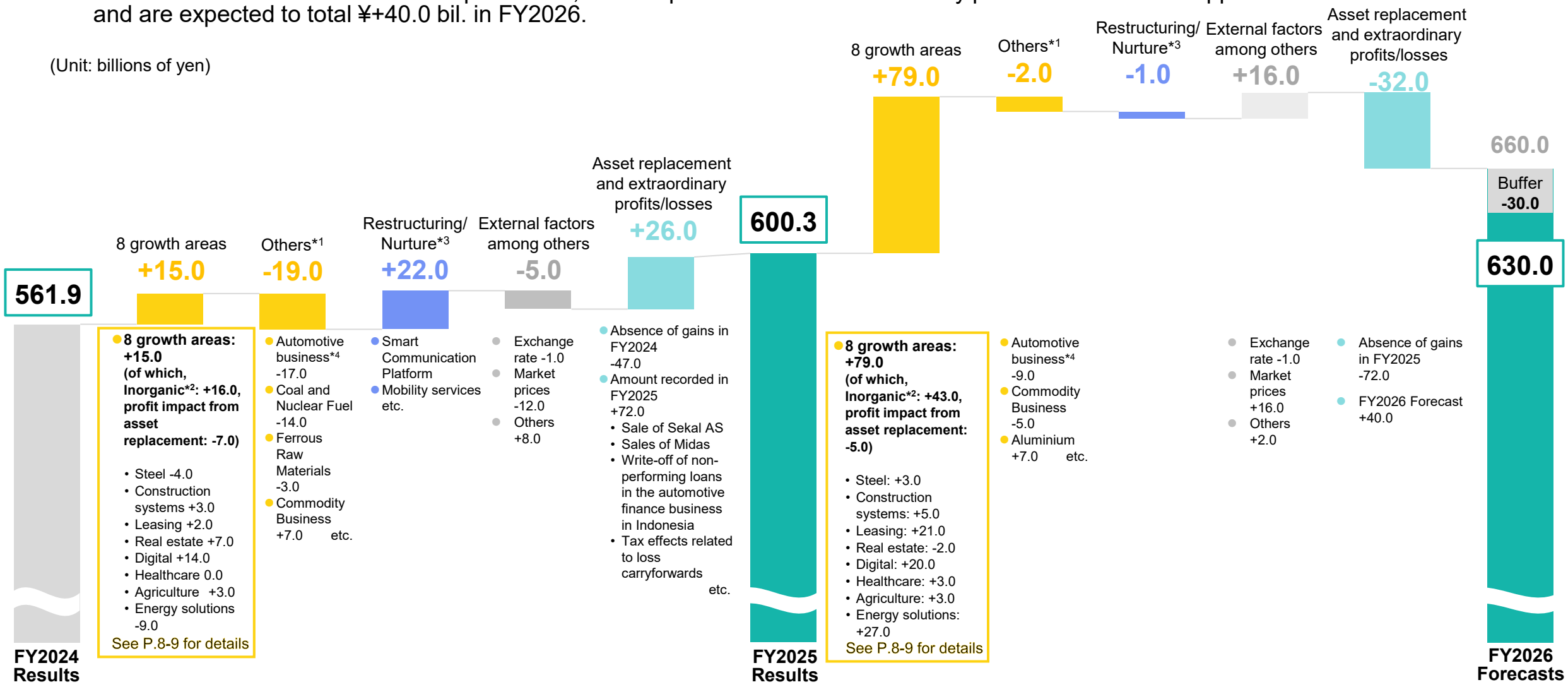
* Of which ¥60.0 bil. has been repurchased and canceled.

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2. Factors for the Increase/Decrease in FY2025 and FY2026

- Steady growth in the 8 growth areas, led by Digital, Leasing, Real estate, and Energy solutions.
- With further acceleration of asset replacement, asset replacement and extraordinary profits/losses totaled approx.¥+70.0 bil. In FY2025 and are expected to total ¥+40.0 bil. in FY2026.

(Unit: billions of yen)



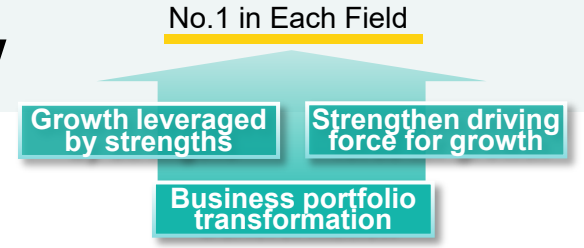
*1 Excluding the 8 growth areas within Steady business growth/Value creation.
*2 Inorganic: earnings contribution from new businesses or investments to expand existing businesses.
Organic: profit growth of existing businesses other than "Inorganic."
*3 Construction systems and Agriculture will be reclassified into Restructuring from FY26, but are included within the 8 growth areas in the above chart.
*4 Automotive business is a sum of Automotive Manufacturing and Engineering SBU and Automotive Sales & Marketing SBU.

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Progress Overview of Medium-Term Management Plan 2026

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3. Progress of Medium-Term Management Plan 2026: Overview



Profit growth and business portfolio transformation progressed through major investments and promotion of asset replacement

Growth leveraged by strengths

CAGR (FY2023→FY2026 Forecast) of underlying profit in the 8 growth areas is approx.+11%

- Digital/Leasing: executed major investments, and pursue further earnings growth
- Real estate/Energy solutions: pursue earnings growth through improved profitability via asset turnover and other initiatives
- Steel/Healthcare: invest management resources in growth markets and enhance profitability through digital and AI
- Construction systems/Agriculture: analyze current underperformance to strengthen management foundations, and drive fundamental improvements in profitability

▶ P.5

- **Formulation of DAIS (Digital & AI Strategy)**
  - The initiative is being advanced based on 3 pillars: growth of digital solutions including SCSK; group-wide growth driven by the Digital & AI Strategy; and growth through collaboration between the Group and digital solutions including SCSK, by fully leveraging our business frontlines

Business portfolio transformation

- **In addition to new investments, steady progress in asset replacement, and actions are also taken to resolve struggling businesses**
  - Executed a Share Purchase Agreement to divest our stake in Ambatovy Nickel business on May 1 2026
  - Sale of cross-shareholdings, T-Gaia, Midas, the melon production and sales business in North America, and Sekal AS among others
  - FY2024 to FY2026: cash in from asset replacement is increased from ¥0.8 trillion to ¥1.1 trillion

▶ P.6

Strengthen driving force for growth

- **Empowering people and organization**
  - Progress in initiatives such as developing management talent and line managers, fostering self-directed career development, and driving business reform. Employee engagement has continuously improved
  - Progress in projects such as overseas urban development leveraging expertise and know-how gained from its infrastructure business in Diverse Urban Development

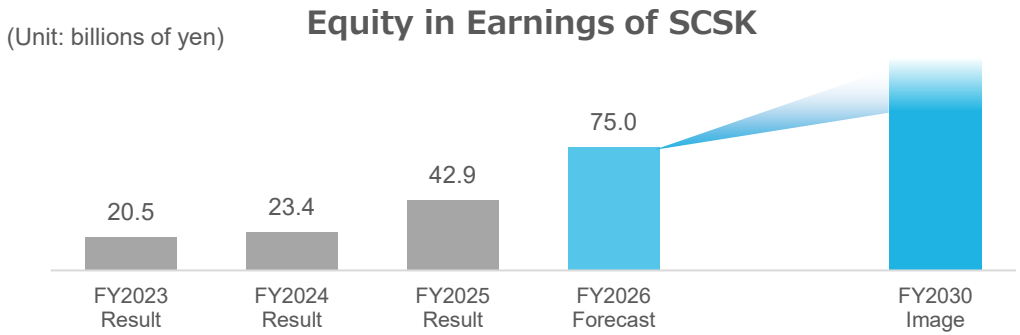
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4. Progress of Medium-Term Management Plan 2026: Topics (Growth Leveraged by Strengths)

Execution of Major Investments

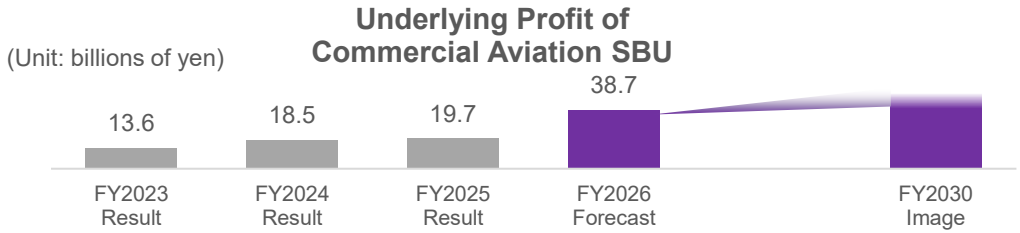
Digital

- Full acquisition completed in Mar. 2026
- Profit growth from FY2026 onward is forecastd to exceed the plan at the time of acquisition



Leasing

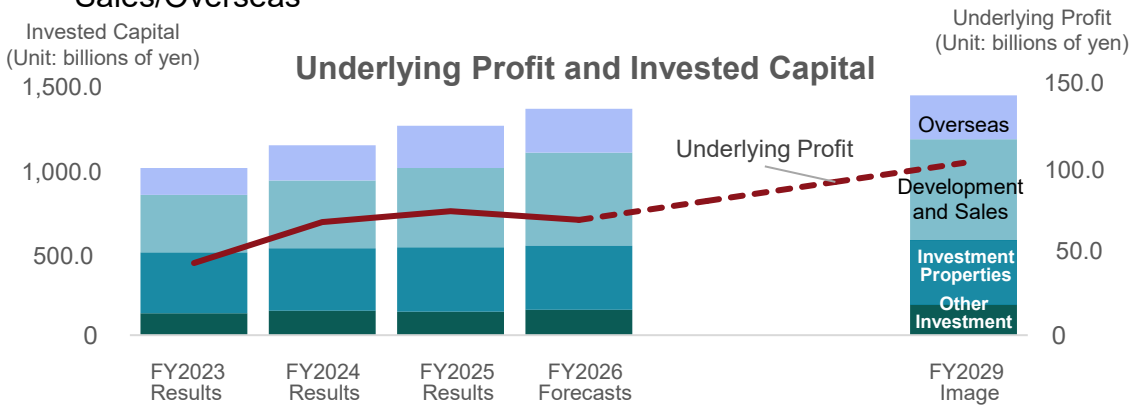
- Acquisition of Air Lease Corporation completed in Apr. 2026
- The aircraft leasing business aims to achieve growth exceeding the industry average of 5%



Promotion of Asset-turnover-based Businesses

Real estate

- Promoting asset-turnover-based model mainly in Development and Sales/Overseas



Energy solutions

- Promoting turnover-based model in the power generation business, combining development and sale, including partial sales after milestone achievements, while considering market characteristics
  - ✓ Vietnam thermal power generation project: 50% divestment to be completed in FY2026
  - ✓ Completion and commencement of operations of renewable energy power generation projects, as well as asset replacement of existing businesses

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4. Progress of Medium-Term Management Plan 2026: Topics (Business Portfolio Transformation)

Summary of Share Purchase Agreement to divest our stake in Ambatovy Nickel Business

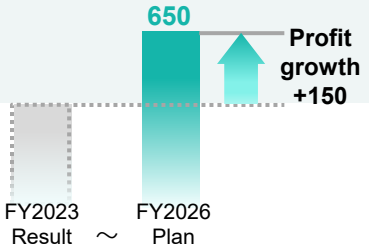
In 2005, Sumitomo Corporation (the Company) began participating in the Project in the Republic of Madagascar, an integrated nickel mining and refining operation. In light of recent market conditions, the Company has reviewed this business while considering all strategic options. As a result, the Company has determined that transferring all of its equity interests in the Project to Ambatovy Mineral Resources Investment Holding Company is the most appropriate course of action.



Transferee	Ambatovy Mineral Resources Investment Holding Company (AMRI) • A mining-focused investment consortium led by Essenwood Partners Limited and Zungu Investments Company Proprietary Limited • Key team members have led multiple nickel projects comparable to Ambatovy in terms of technology and scale, and possess proven technical capabilities, expertise, operational experience, and industry networks in the nickel sector. • AMRI intends to operate the project in line with international business practices, with a strong focus on safety, environmental considerations, and engagement with local communities.
Earnings Impact	• While an approximately ¥70.0 billion loss is expected to be recorded in FY2026, the impact on earnings will be immaterial after recognizing the related tax effects, and has already been incorporated into the FY2026 forecast. • No further losses related to this divestment are expected
Project Status	• Operations were preemptively suspended in February 2026 ahead of Cyclone Gezani, prioritizing safety • Operations are expected to resume in FY2026 Q1 • Following the divestment, the Company will retain certain nickel offtake rights.

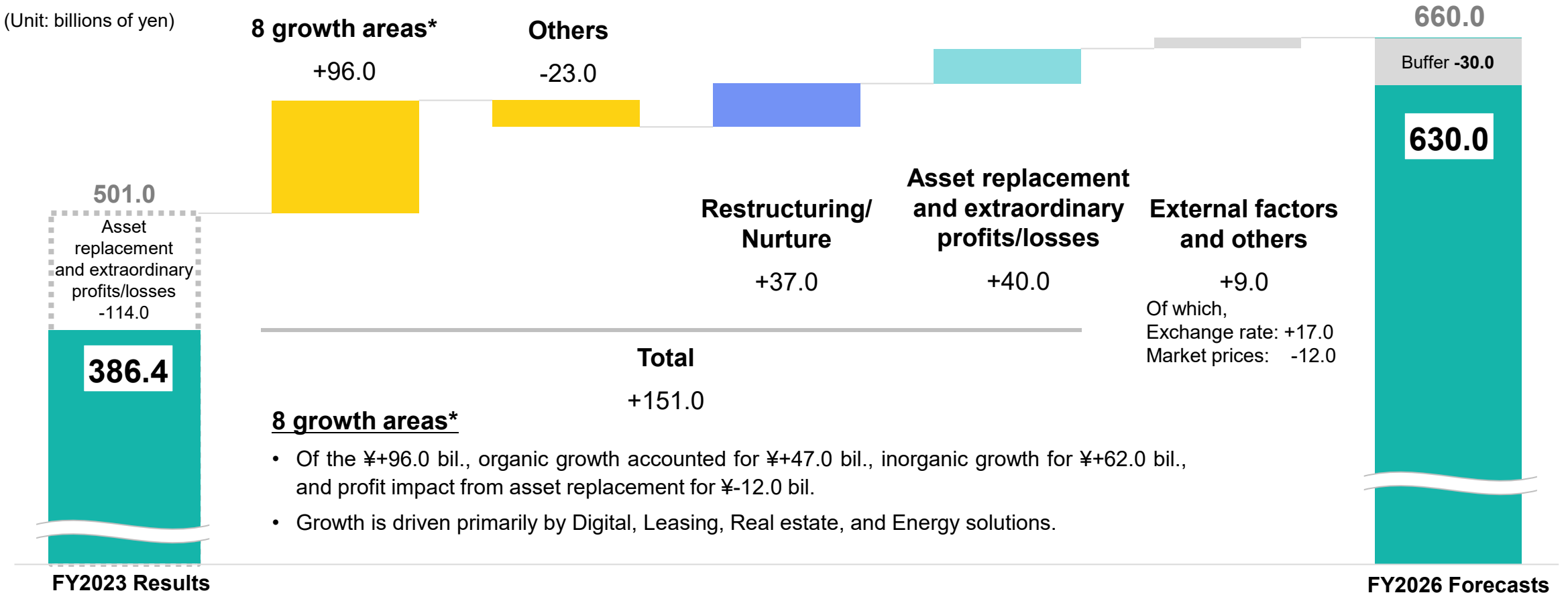
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5. Medium-Term Management Plan 2026: Breakdown of 3-year Profit Growth



- Established asset replacement as a stable source of earnings, and expecting to achieve the profit target set out in the Medium-Term Management Plan on a basis before loss buffer adjustments.

(Unit: billions of yen)



8 growth areas*

- Of the ¥+96.0 bil., organic growth accounted for ¥+47.0 bil., inorganic growth for ¥+62.0 bil., and profit impact from asset replacement for ¥-12.0 bil.
- Growth is driven primarily by Digital, Leasing, Real estate, and Energy solutions.

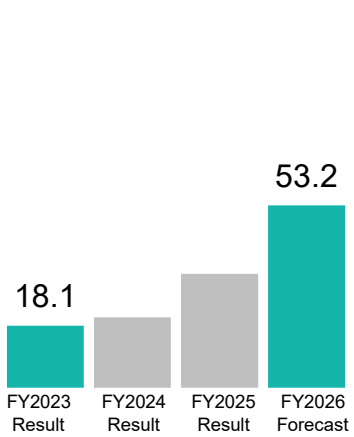
* Excluding the impact of exchange rate.

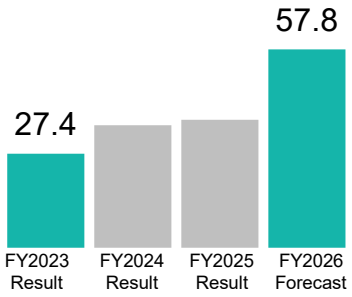
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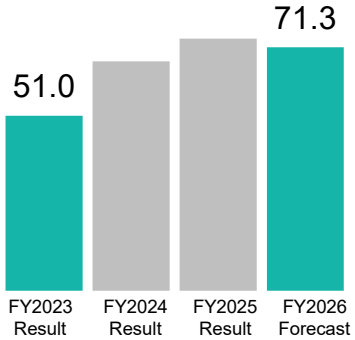
6. 8 Growth Areas with Strengths and Competitive Advantages (1)

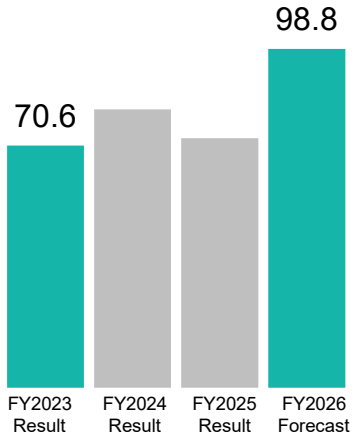
(Unit: billions of yen)	FY2023	FY2024	FY2025	FY2026	FY2023→FY2026	CAGR*2
Total underlying profit of 8 growth areas*1	279.9	291.1	305.0	382.7	+103.0	11%

Digital	Leasing	Real estate	Energy solutions
CAGR：43.2%	CAGR：28.3%	CAGR：11.8%	CAGR：11.9%









	Digital	Leasing	Real estate	Energy solutions
Current situation	• Network capabilities strengthened following the integration of Net One Systems. • Full acquisition of SCSK.	• Aircraft leasing business: aircraft leasing market is stably developing. Expanded the number of aircraft owned and serviced due to acquisition of U.S-based aircraft leasing company.	• Promoting asset turnover in domestic real estate. • The domestic real estate market remains steady.	• Promoting capital efficiency through asset turnover in the overseas IPP/IWPP business. • Completion of renewable energy projects domestic and overseas
Action	• Promotion of DAIS (Digital & AI Strategy) • We provide comprehensive solutions for digital and IT needs both domestically and internationally, ranging from upstream consulting and BPO to core system development and data-driven management support leveraging digital and AI technologies.	• Demand on aircraft leasing is expected to be steady, aircraft resale market also remains strong. Expand revenue scale and improve asset efficiency by increasing asset size along with strengthening asset management businesses.	• In addition to maintaining the asset turnover, differentiate ourselves and enhance value through a multifaceted approach that combines real estate with infrastructure elements. • While closely monitoring changes in the external environment, such as material procurement, interest rates, and inflation, we will promote the development and expansion of high-quality projects.	• Continued initiatives in domestic and overseas IPP/IWPP businesses to address growing power demand driven by AI adoption • Strengthening of trading functions and midstream and downstream businesses

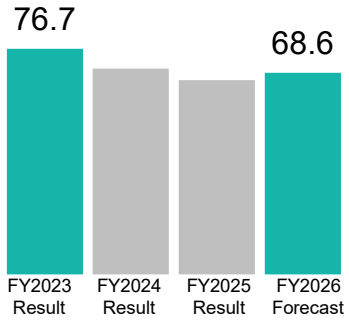
*1 The trend in underlying profit shown on this slide includes the impact of foreign exchange rates.
In addition, to exclude the impact of revisions to the internal cost allocation policy in managerial accounting in FY2024, FY2023 results have been adjusted.
*2 Indicates the compound annual growth rate (CAGR) from FY2023 to FY2026.

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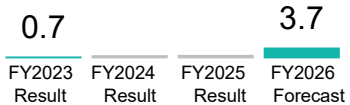
6. 8 Growth Areas with Strengths and Competitive Advantages (2)

(Unit: billions of yen)	FY2023	FY2024	FY2025	FY2026	FY2023→FY2026	CAGR
Total underlying profit of 8 growth areas	279.9	291.1	305.0	382.7	+103.0	11%

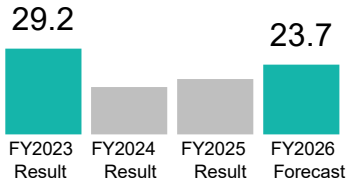
Steel
CAGR：-3.7%



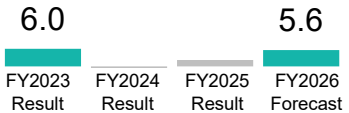
Healthcare
CAGR：74.2%



Construction systems
CAGR：-6.7%



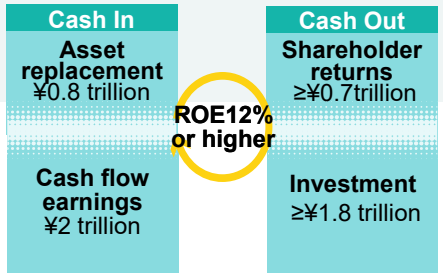
Agriculture
CAGR：-2.3%



	Steel	Healthcare	Construction systems	Agriculture
Current situation	• Tubular Products: although demand has been affected by declining oil prices, initiatives such as strengthening functionality and expanding product offerings and geographic reach are being promoted. • Steel Sheets: investments in growth businesses are being advanced, while asset replacement in low-growth businesses is being strengthened.	• Operational efficiency improvements across existing domestic and overseas businesses, alongside an expanded business footprint in regions such as North America • Delayed inorganic growth due to more selective investment decisions	• Sales & service business: working on geographical expansion through investment in BIA Group. Mining equipment market is steady. • Rental business in North America: utilization has been trending upward due to construction market recovering gradually. Promoting operational improvements, including fleet optimization and cost reductions.	• Brazil: amid weak grain market conditions and a high interest-rate environment, farm bankruptcies increased. Bad debt declined as a result of enhanced credit control. • Investments were steadily proceeded in the areas such as biocontrol manufacturing business in Chile/the U.S, and a U.S. based developer of pasture seeds, in addition to agriculture inputs distributor in Vietnam/Romania.
Action	• Tubular Products: despite the impact of oil price fluctuations, initiatives are being promoted to expand customer services, broaden product offerings, and strengthen the supply chain foundation. • Steel Sheets: regional strategies will be reviewed, with resources shifted to growth markets.	• Japan : promotion of integrated community-based care services, creation of new businesses such as pharmacy-focused platform services, and strengthened collaboration with retail businesses • Overseas: expansion of membership and facility networks, alongside efforts to scale new value-added services • Expansion of the business platform through domestic and overseas acquisitions	• Sales & service business: capturing demand of mining equipment together with product support. • Rental business in North America: big projects leading the construction market. Improving in operation continues.	• Brazil: a challenging market environment may persist; continue to improve profitability and strengthen resilience through cost reductions and the expansion of sales of high value-added products. • Strengthen sales of high value-added products such as bio-pesticides, and enhance product offerings and expand sales channels through collaboration with leading partners.

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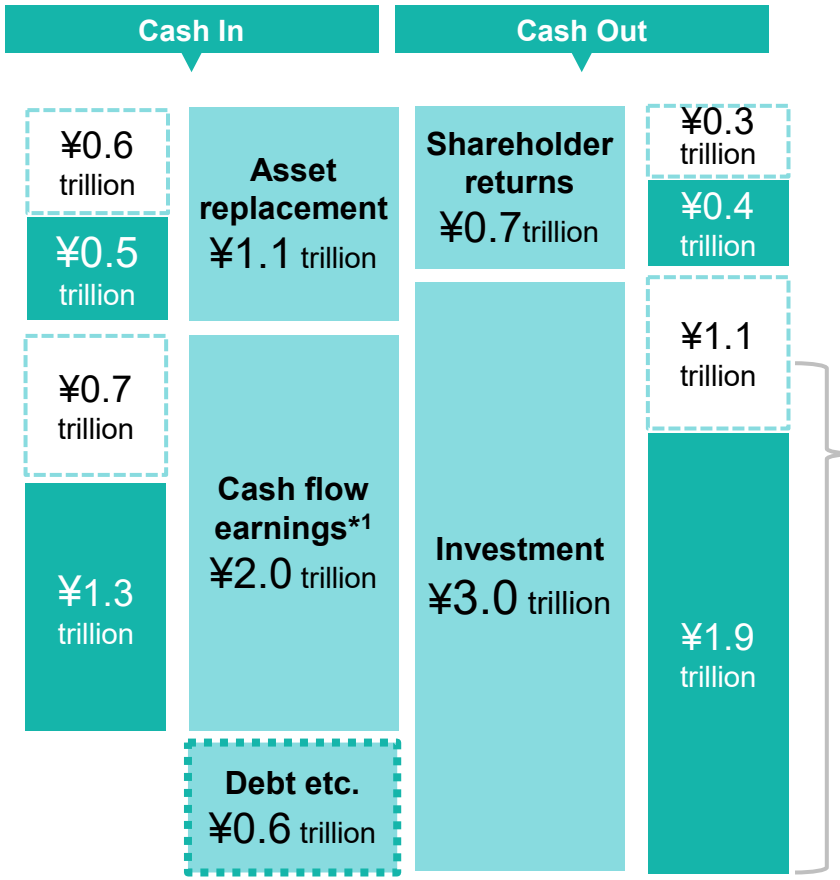
7. Cash Flow Allocation (FY2024 - FY2026)



FY2024 - FY2026 Revised Plan
FY2026 Plan
FY2024 - FY2025 Results

FY2024 - FY2025 Results (Asset replacement)

Sale of Sekal AS	Confidential
Sale of Midas	Confidential
Acquisition of domestic and overseas properties	approx.¥80.0 bil.
Sale of T-Gaia	approx.¥50.0 bil.
Sale of ARGO GRAPHICS by SCSK	approx.¥19.0 bil.
Sale of the melon business of fresh produce business in Europe and the Americas	Confidential
Sale of cross-shareholdings	approx.¥120.0 bil etc.



Of which,
new investments in Steady business growth and Value creation

FY2026 Confirmed

- **Confirmed major projects expected to contribute to earnings in FY2026 (approx.¥520.0 bil.)**
  - Acquisition of U.S.-based aircraft leasing company — approx.¥320.0 bil.
  - Full acquisition of SCSK (Squeeze-out portion) — approx.¥200.0 bil.

Earnings Contribution (FY2026 Forecast) **approx.¥+91.0bil.*2**

FY2024 - FY2025 Results (approx.¥1.5 trillion)*3

- **Investments contribute to earnings in FY2026 (approx.¥1,300.0 bil.)**
  - Investment in the manufacturing business for the foundation of offshore wind power generation — Confidential
  - Investment in the Belgian construction and mining equipment distributor — Confidential
  - Acquisition of domestic and overseas properties — approx.¥100.0 bil.
  - Full acquisition of SCSK (Tender offer portion) — approx.¥680.0 bil.
  - Investment in Net One Systems by SCSK — approx.¥330.0 bil. etc.
- Investments contribute to earnings from FY2027 onward (approx.¥200.0 bil.)
  - Acquisition of domestic and overseas properties — approx.¥50.0 bil.
  - Investment in city gas business in India — approx.¥20.0 bil. etc.

*1 Cash flow earnings = [Gross profit + Selling, general and administrative expenses (excluding provision for doubtful receivables) + Interest expense, net of interest income + Dividends] x (1-Tax rate) + Dividend from investments accounted for using the equity method (excluding dividend associated with asset replacement) + Depreciation + Lease liability payments
*2 Excludes earnings contribution from properties and interest expense on investments.
*3 FY2024-FY2025 results: approx.¥1.9 trillion difference reflects investments in sustaining CAPEX and Restructuring/Nurture.

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7. Cash Flow Allocation: Measures to Improve Financial Soundness (FY2026 to FY2028)

- Improve financial soundness to the level prior to the execution of major investments (as of the end of FY2024) over the 3-year period ending in FY2028 through measures such as promotion of asset replacement.
- Maintain the current shareholder return policy and continue strategic investments at a level comparable to previous years to drive further growth.

Measures to Improve Financial Soundness (FY2026 to FY2028)

Cash In

- Cashflow earnings: improvement centered on growth areas through the execution of DAIS among others
- Asset replacement: further accelerate portfolio metabolism
  - FY2026 Plan to FY2028 Image: **approx.¥1.2 trillion of cash generation**
  - Debt reduction effect from the deconsolidation of subsidiaries: approx.¥0.5 trillion

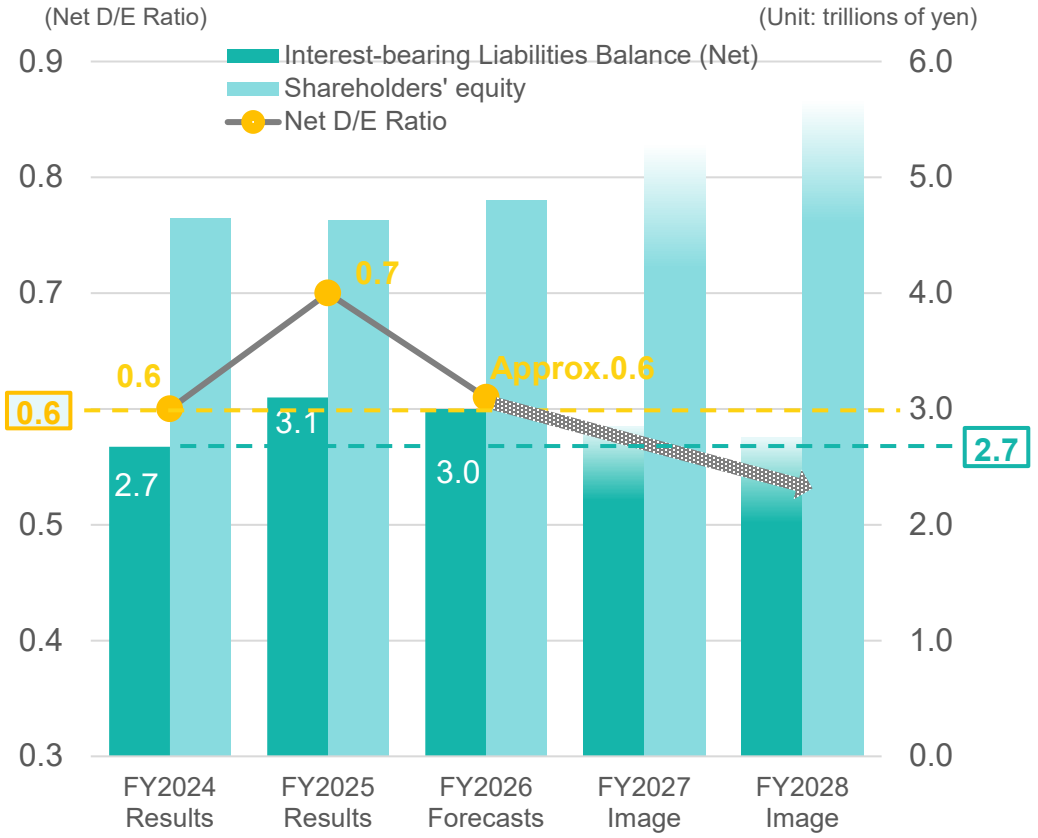
Category	Invested Capital	Notes
Low growth/Low ROIC	Approx.¥1 trillion	FY2025 Underlying profit: approx.¥3.0 bil.
Asset-turnover-based	Approx.¥0.7 trillion	Real estate/power generation asset, etc.

Cash Out

- Investment: implement strategic investments with greater discipline with a focus on growth areas
  - Acquisition of the U.S.-based aircraft leasing company: approx.¥320.0 bil.
  - Full acquisition of SCSK : approx.¥200.0 bil.
  - New items excluding the above : approx.¥400.0-500.0 bil./year

  (Broadly in line with previous years, excluding major investments under the current MTMP)
- Shareholder return: maintain the current policy of progressive dividend and total payout ratio of 40% or higher

Trends in Interest-bearing Liabilities Balance and Net D/E Ratio*



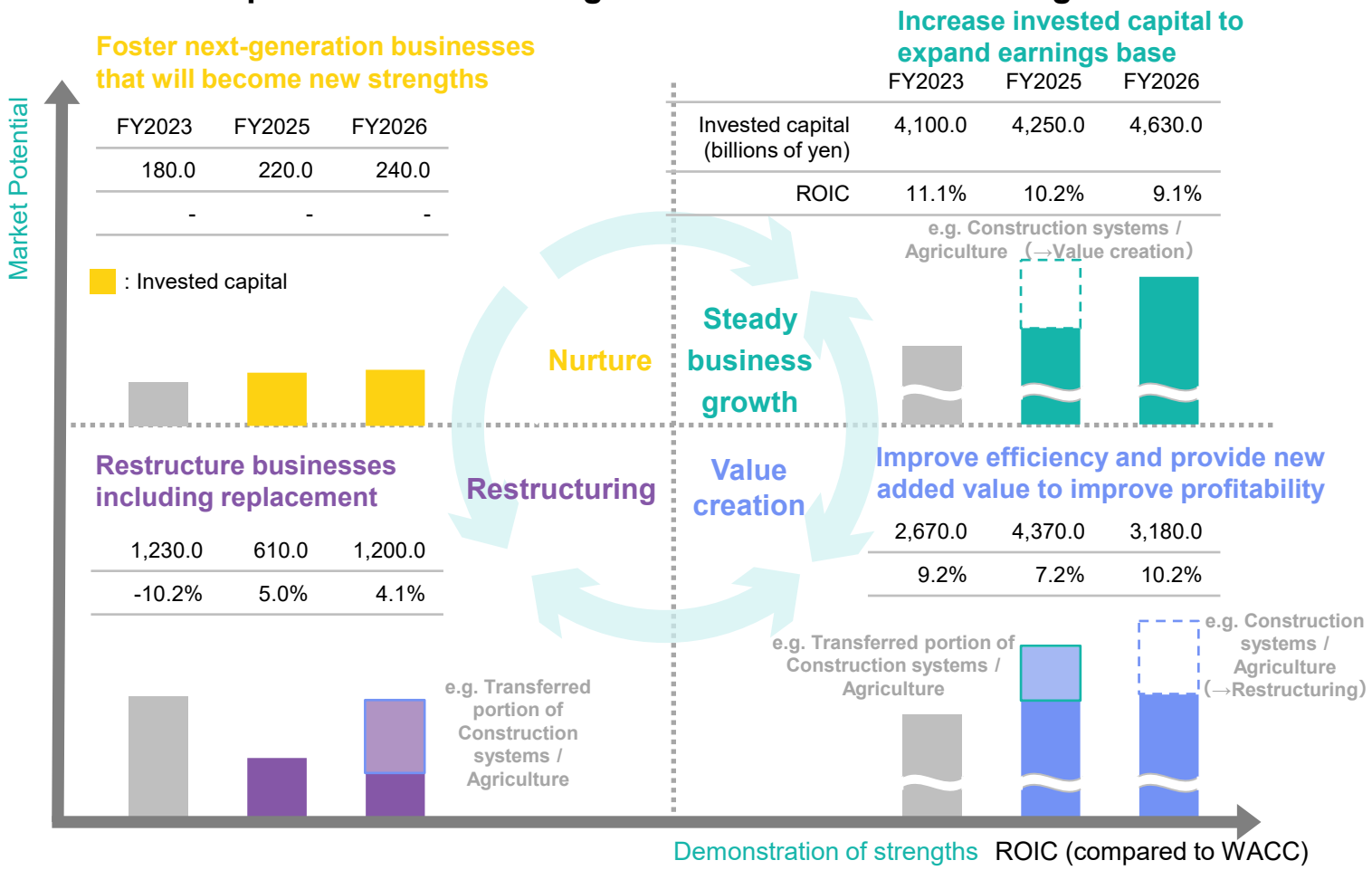
* (Update on May 8, 2026)The chart disclosed as of May 1, 2026 contained an error, which has been corrected.

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8. Status of Business Portfolio

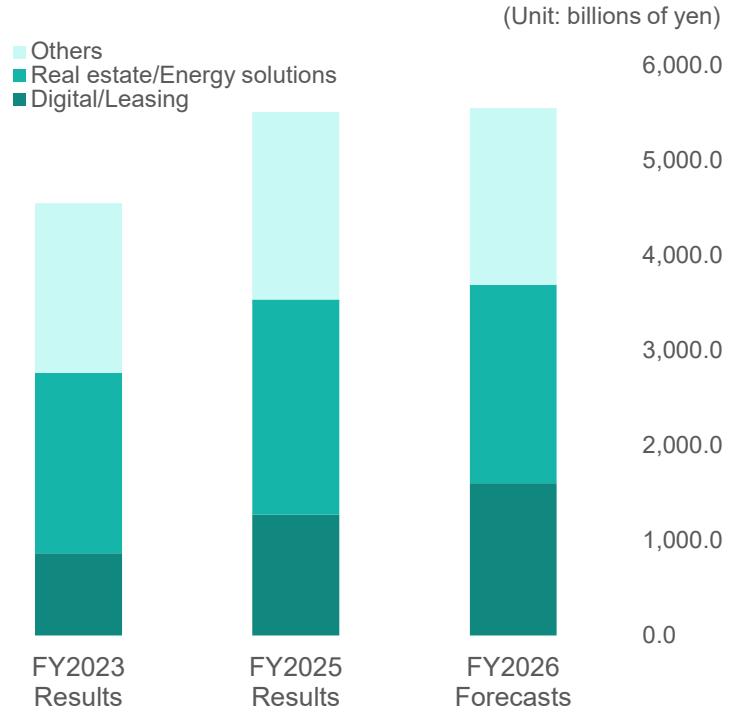
- Monitoring ROIC and WACC by SBU and aiming to enhance overall portfolio quality.
- Flexibly reviewing the expected role of each business (e.g. Construction systems and Agriculture: FY24 Steady business growth→FY25 Value creation→FY26 Restructuring).

Invested Capital Allocation Management based on the 4 Strategic Quadrants



Trend in Invested Capital/ROIC of 8 Growth Areas

FY2023 Results	FY2025 Results	FY2026 Forecasts
4,550.0	5,580.0	5,550.0
8.9%	8.1%	9.0%



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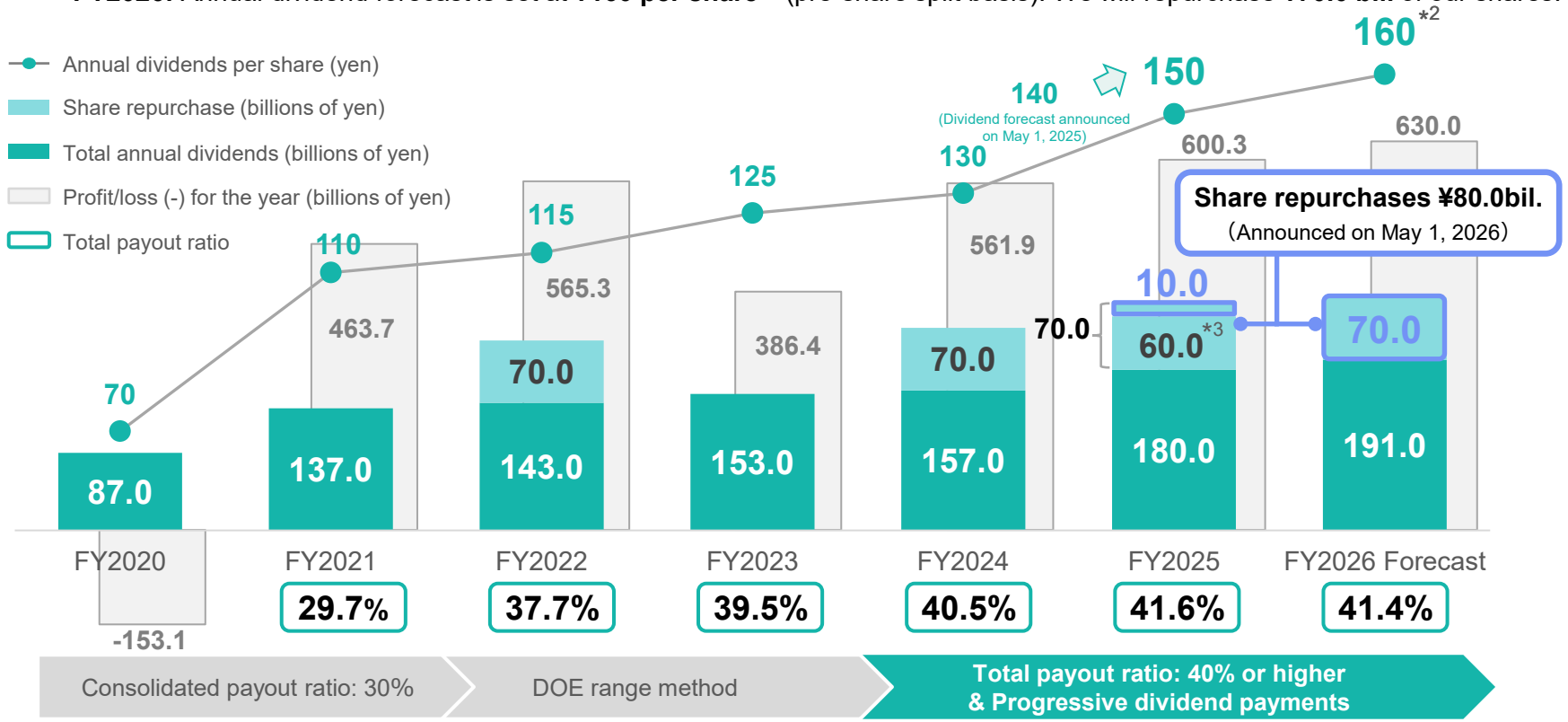
9. Shareholder Return / Share Split

Shareholder Return

Shareholder return policy: Total payout ratio of 40% or higher & Progressive dividend payments[*1]

Pursuing sustainable profit growth and further strengthening our earnings base to enhance shareholder returns and increase shareholder value

- **FY2025:** Annual dividend is **¥150 per share** (an increase of **¥+10** per share from the dividend forecast announced on May 1 2025. We will repurchase **¥10.0bil.** of our shares as additional shareholder return.
- **FY2026:** Annual dividend forecast is set at **¥160 per share**[*2] (pre-share split basis). We will repurchase **¥70.0 bil.** of our shares.



Share Split

Purpose

By lowering the stock price per investment unit of our common stock, we aim to create a more accessible investment environment for investors, as well as **increasing the liquidity** of its shares and **further expanding our investor base.**

Share split ratio

4-for-1

Effective date

Jul. 1 2026

FY2026 Annual dividend (forecast)

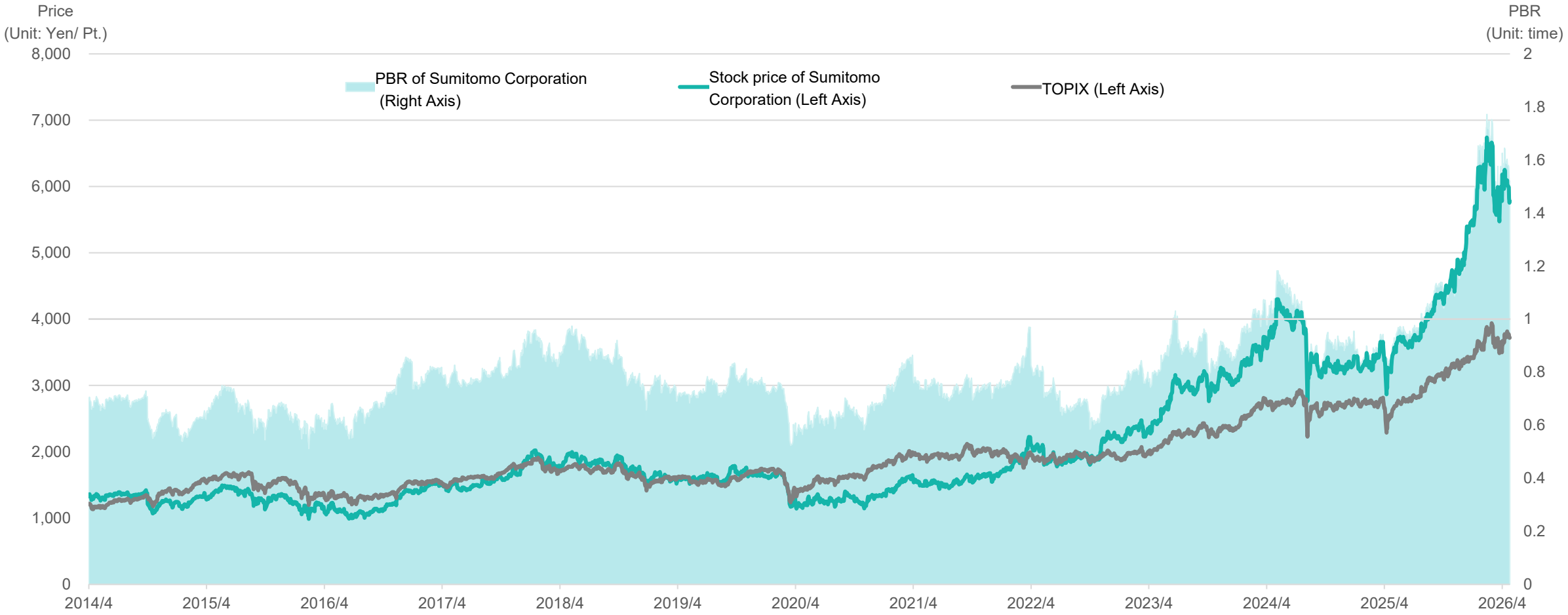
Post-share split **¥40 per share**
(Pre-share split ¥160 per share)

*1 Dividends to be maintained or increased. *2 Post-share split basis: ¥40 per share. *3 Repurchased on Feb. 19, 2026, cancelled on Apr. 10 2026 (excluding 1 mil. shares to be allocated as share compensation.)

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10. Stock Price/PBR Trend

- Since Apr. 2025, the share price has risen significantly, outperforming TOPIX.
- Through growth leveraged by strengths, improved asset efficiency, the streamlining of underperforming businesses, and more transparent disclosures, we will continue to aim for higher ROE and a lower cost of capital.



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Appendix

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11. Medium-Term Management Plan 2026: Outlook for Quantitative Targets

Profit for the year (attributable to owners of the parent)

FY2024 Result : **¥561.9** billion

FY2025 Result : **¥600.3** billion

FY2026 Forecast: **¥630.0** billion*1

Efficiency ratio (ROE)

FY2024 Result : **12.4**%

FY2025 Result : **12.9**%

FY2026 Forecast: around **13**%

Financial soundness

	FY2024 Result	FY2025 Result	FY2026 Forecast
Interest-bearing Liabilities (Net of Cash and cash equivalents)	**¥2.7** trillion	**¥3.1** trillion	approx. **¥3.0** trillion
Shareholders' equity	**¥4.6** trillion	**¥4.6** trillion	approx. **¥4.8** trillion
Net D/E Ratio	**0.57** times	**0.68** times	approx. **0.6** times

FY2024 to FY2026 Cumulative free cash flow post shareholder returns*2 : approx.¥**-0.6** trillion

We aim to reduce interest-bearing liabilities and the Net D/E ratio, which increased due to the execution of large-scale investments, to the FY2024 actual level by the end of FY2028, thereby improving financial soundness.

Shareholder return

	Annual dividends per share	Share repurchases
FY2024 Results :	**¥130**/share	**¥70.0** bil.
FY2025 Latest forecasts :	**¥140**/share (**¥+10**/share)	**¥60.0** bil. (**¥+10.0** bil.)
FY2025 Results :	**¥150**/share	**¥70.0** bil.
FY2026 Forecasts :	**¥160**/share*3	**¥70.0** bil.

- **Shareholder Return Policy** : **total payout ratio of 40% or higher & progressive dividend payments**
- **Share Split** : **effective July 1, 2026, each share of common stock will be split into four shares**

*1 Including a loss buffer of ¥-30.0 bil. *2 Excludes changes in working capital, etc. *3 On a pre-share split basis (¥40 per share on a post-share split basis)

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12. Progress of Sustainability Management

Material issues	Long-term goals	Status of initiatives up to FY2025	Policies for future initiatives
Build resilient and prosperous society	Contribute to the development of local communities and economies Develop human resources who will drive the future by providing quality education	• Continued contributing to the development of local communities and economies through the businesses of each sales group • Promoted “100SEED”, employee-participation social contribution activities themed on education	• Continue initiatives and further proliferate the Group’s belief of generating economic value through businesses with social significance
Overcome climate change	Aim for carbon neutrality of the Sumitomo Corporation Group’s businesses by 2050 Contribute to carbon neutrality of society	• •Disclosed actual performance for all Scope 3 categories, in addition to Scope 1 and 2 • Updated carbon neutrality targets • Started climate change-related monitoring at the operating group level, covering emissions reductions and creation of business opportunities • Measured reduction contribution and disclosed figures associated with the renewable energy business	• Identify and disclose the financial impact of climate-related risks and opportunities • Promote emissions reductions across the entire supply chain through businesses • Expand GX promotion initiatives through public-private partnerships
Preserve and regenerate natural capital	Achieve a world living in harmony with nature through initiatives including the building of a circular economy and supply chain management	• Identified priority businesses (high-risk businesses) and disclosed them based on TNFD • Participated in initiatives for a circular economy	• Continue risk analysis, initiatives, and disclosure, especially for priority businesses including the supply chain • Continue to participate in initiatives for a circular economy
Respect human rights	Respect the human rights of all stakeholders in all businesses and supply chains	• Identified and disclosed priority businesses (high-risk businesses) • Promoted internal education through workshops and other means	• Continue risk analysis, initiatives, and disclosure, especially for priority businesses including the supply chain • Continue human rights education and increase awareness of, and strengthen the operation of, grievance mechanisms
Develop talent and promote DE&I	Create workplaces that allow diverse employees to apply their capabilities with passion in their own ways	• Implemented the “WILL recruitment” selection process (assured initial placement) to secure and develop professional talent, expanded the internal job posting system, and prepared the introduction of an internal certification program for digital skills • Identified next-generation management talent and implemented a strategic assignment cycle transcending organizations to develop management talent • Enhanced and strengthened the succession pipeline with diverse talent for key positions	• Globally promote the placement of the right people in the right positions and visualize talent to do so • Formulate and implement measures for developing professional talent and management talent
Maintain and strengthen governance	Develop a robust governance system to enhance the corporate value	• Transitioned to a company with an Audit & Supervisory Committee while at the same time redefining the function of the Board of Directors as “determining the overall direction of business, carrying out highly effective supervision over business execution from a broad and diverse perspective, and making important decisions that affect the overall management of the Company” • To ensure that this supervisory function is effectively exercised, increased the number of outside directors to a majority	• Seek better ways of operations, such as agenda setting, to further improve the Board of Directors’ function as a monitoring board and its effectiveness • Further strengthen the support structure to help deepen and enhance discussions by the Board of Directors

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13. Assumptions and Sensitivity

Prices and Mineral Resources Equity Share of Production

			FY24 Results	FY25 Q1	FY25 Q2	FY25 Q3	FY25 Q4	FY25 Results	FY26 Forecasts	Sensitivity to Net Income*4 (Annual base, May 2026 announcements)
Exchange rate	JPY/US$		152.61	144.59	147.46	154.08	156.96	150.67	150.00	¥+2.0 bil. (depreciation of ¥1/US$)
Interest rate	TORF 3M		0.27%	0.49%	0.51%	0.61%	0.78%	0.60%	1.50%*3	-
	SOFR 3M		4.81%	4.30%	4.19%	3.82%	3.67%	4.00%	3.60%	-
Copper	Equity share of production	[KMT]	46.9	10.4	11.3	10.8	11.1	43.7	47.3	¥460 mil. (US$100/MT)
	Prices*2	[US$/MT]	9,148	9,340	9,519	9,794	11,100	9,938	12,456	
Coking Coal	Equity share of shipping volume	[mil MT]	1.3	0.2	0.2	0.3	0.3	1.0	1.3	¥90 mil. (US$1/MT)
	Prices	[US$/MT]	210	184	184	200	235	201	223	
Thermal Coal	Equity share of shipping volume	[mil MT]	4.3	1.2	1.3	1.1	0.6	4.2	4.1	¥270 mil. (US$1/MT)
	Prices	[US$/MT]	130	101	109	108	120	109	118	
Iron Ore*1	Equity share of shipping volume	[mil MT]	6.1	0.7	2.5	0.7	2.0	6.0	5.3	¥440 mil. (US$1/MT)
	Prices*2	[US$/MT]	110	104	98	102	106	102	100	
Manganese Ore*1	Equity share of shipping volume	[mil MT]	0.9	-	0.4	-	0.4	0.9	0.9	¥100 mil. (US$1/MT)
	Prices*2	[US$/MT]	242	202	193	184	196	194	191	
LNG	Equity share of production	[KMT]	470	120	130	120	130	500	510	-

Prices are general market prices.
*1 The shipping volume of iron ore and manganese ore of Iron ore mining business in South Africa are recognized semi-annually. (in the Q2 and Q4)
*2 Results and forecasts are market prices for the period from Jan. to Dec., in accordance with fiscal year of main subsidiaries and associated companies.
*3 Regarding interest rate forecasts, disclosing TIBOR three-month interest rates.
*4 Exchange rate sensitivity shows the impact on net income when converting overseas subsidiaries' profits into JPY. Mineral resource prices sensitivities show the impact on net income due to revenue fluctuations.

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14. Profit for the Year by Segment (Results for FY2025/Forecasts for FY2026)

(Unit: billions of yen)

	FY25 Results*			FY26 Forecasts (announced in May 2026)		
	Profit for the Year (attributable to owners of the parent)	Asset replacement and extraordinary profits/losses	Underlying profit	Profit for the Year (attributable to owners of the parent)	Asset replacement and extraordinary profits/losses	Underlying profit
Steel	74.3	9.0	66.0	72.0	4.0	68.0
Automotive	63.2	25.0	38.0	34.0	1.0	33.0
Transportation & Construction Systems	88.9	-1.0	90.0	104.0	-5.0	109.0
Diverse Urban Development	81.5	-2.0	84.0	95.0	17.0	78.0
Communication Services	16.0	1.0	15.0	15.0	-	15.0
Digital AI	35.3	2.0	33.0	53.0	-	53.0
Lifestyle Business	-3.6	-14.0	10.0	17.0	-	17.0
Mineral Resources	82.3	10.0	73.0	95.0	-	95.0
Chemical Solutions	26.5	-2.0	28.0	33.0	1.0	32.0
Energy Transformation Business	102.4	15.0	88.0	115.0	-	115.0
Group Total	**566.9**	**42.0**	**525.0**	**633.0**	**18.0**	**615.0**
Corporate and Eliminations	33.5	30.0	3.0	27.0	22.0	5.0
Total	**600.3**	**72.0**	**528.0**	**660.0**	**40.0**	**620.0**
Buffer	-			-30.0		
Consolidated	**600.3**			**630.0**		

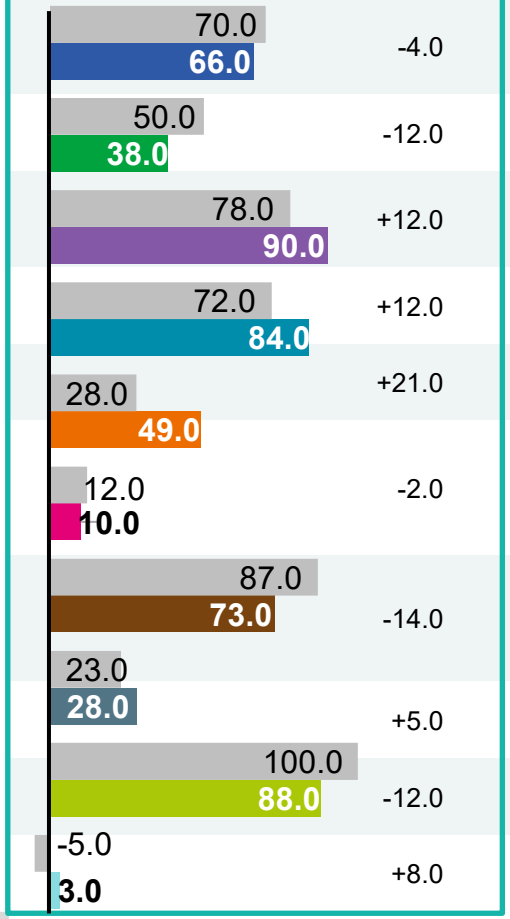
* Reclassified following the organizational restructuring effective Apr. 1 2026.

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14. Profit for the Year by Segment (Results for FY2025)

Profit	FY24 Results	FY25 Results	Increase/ Decrease
Steel	68.4	74.3	+5.9
Automotive	51.2	63.2	+12.0
Transportation & Construction systems	101.5	88.9	-12.6
Diverse Urban Development	77.1	81.5	+4.5
Media & Digital	45.2	51.2	+6.0
Lifestyle Business	14.1	-3.6	-17.7
Mineral Resources	91.1	82.3	-8.8
Chemical Solutions	21.4	26.5	+5.1
Energy Transformation Business	96.4	102.4	+6.0
Corporate and Eliminations	-4.5	33.5	+38.0
Total	**561.9**	**600.3**	**+38.5**
Underlying profit	515.0	528.0	+13.0
Asset replacement and extraordinary profits/losses	47.0	72.0	+25.0

Underlying profit
Upper row : FY24 Results
Lower row : FY25 Results



Increase/ Decrease
-4.0
-12.0
+12.0
+12.0
+21.0
-2.0
-14.0
+5.0
-12.0
+8.0

Main factors for the increase/decrease of underlying profit (Unit: billions of yen)

- Tubular Products: demand declined in North America due to falling oil prices; demand decreased due to transient decrease of some projects in other regions
- Steel Sheets: start of earnings contribution from monopile manufacturing business

- Automotive Sales & Marketing: profit declined due to intensified competition in key markets and deterioration situation in the Middle East

- Transportation: stable in leasing business and profit increase due to vessel sales in the ship business
- Construction & Mining Systems: stable in the sales and service business, while construction demand recovering gradually in the construction equipment rental business.

- Real estate: delivery of large-scale properties; promoting asset-turnover.

- Digital: profit increase from the consolidation of Net One Systems into SCSK, and impact of the increase the equity stake in SCSK

- Fresh produce business in Europe and the Americas: profit declined due to the weak performance in the melon business, which was sold in the second half, while banana and pineapple business performance remained solid, supported by cost improvement effects
- Domestic supermarket business: profit increased driven by the opening and renovation of stores

- Coal business in Australia: profit declined due to a drop in coal prices and a decrease in coking coal sales volume
- Iron ore mining business in South Africa: decline in prices
- Copper business: profit increased due to higher prices

- Electronics: sales increase following the steady demand in semiconductor
- Agri business : continued challenging market conditions in the Brazilian market

- Overseas IPP/IWPP business: decrease in equity earnings from power plant project in Vietnam, etc.

-

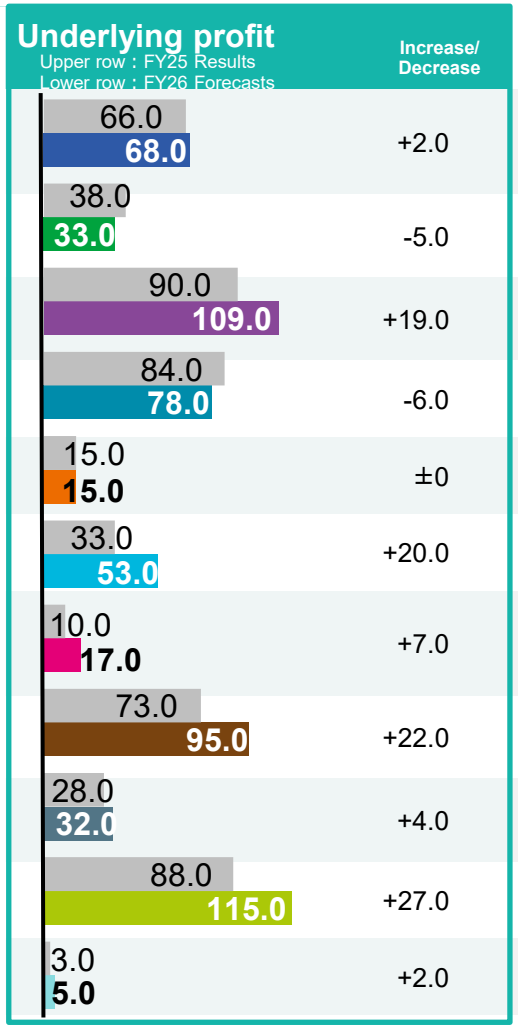
Breakdown of underlying profit	FY24 Results	FY25 Results	Increase/ Decrease
Mineral resources*1	122.0	100.0	-22.0
Non-mineral resources*2	398.0	425.0	+27.0
Corporate and Elimination	-5.0	3.0	+8.0

*1 A sum of Mineral Resources Group, and Gas Value Chain SBU within Energy Transformation Business Group.
*2 Calculated by subtracting “Mineral resources” and “Corporate and Eliminations” from the total.

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14. Profit for the Year by Segment (Forecasts for FY2026)

Profit	FY25 Results*3	FY26 Forecasts	Increase/ Decrease
Steel	74.3	72.0	-2.3
Automotive	63.2	34.0	-29.2
Transportation & Construction systems	88.9	104.0	+15.1
Diverse Urban Development	81.5	95.0	+13.5
Communication Services	16.0	15.0	-1.0
Digital AI	35.3	53.0	+17.7
Lifestyle Business	-3.6	17.0	+20.6
Mineral Resources	82.3	95.0	+12.7
Chemical Solutions	26.5	33.0	+6.5
Energy Transformation Business	102.4	115.0	+12.6
Corporate and Eliminations	33.5	27.0	-6.5
Total	**600.3**	**630.0***5	**+29.7***5
Underlying profit	528.0	620.0	+92.0
Asset replacement and extraordinary profits/losses	72.0	40.0	-32.0



Main factors for the increase/decrease of Underlying profit

(Unit: billions of yen)

- Tubular Products: profit increase in North America due to expanded sales of products and services amid flat market conditions; profit decline due to the situation in Middle East in other regions
- Steel Sheets: the monopile manufacturing business remained solid, despite a decline from the strong performance recorded in the FY25.

- Automotive Sales & Marketing: profit decline expected due to a tough competitive in key markets, as well as lower sales volumes resulting from the deteriorating situation in the Middle East
- Domestic auto leasing business: steady

- Transportation: profit increase in leasing business as earnings contribution begins from the U.S. based aircraft leasing company, while profit decline in shipping business due to fewer vessel sales
- Construction & Mining Systems: profit increase due to operational improvements in rental business

- Real estate: steady, driven by promoting asset-turnover .

- Major domestic businesses: steady

- SCSK: positive impact on profit from the increased equity stake (contributing to profit growth throughout the year)

- Fresh produce business in Europe and the Americas: rebound following the divestment of the loss-making melon business in FY25; banana and pineapple business remain steady.
- Profit increased due to value enhancement of existing businesses in Japan and overseas through DX initiatives and other measures, together with expansion of business scale.

- Higher mineral resources price ・Aluminum: expect margin improvement
- Copper business: profit Increase due to higher production volume
- Coal business in Australia: profit Increase due to a recovery in production volume

- Agribusiness: profitability improvement through cost reductions and enhanced sales of high value-added products in Brazil
- Life Science: steady performance in pharmaceuticals trading & pet care business

Overseas IPP/IWPP business: profit increased due to progress in promoting an asset-turnover-based model. *4

Breakdown of Underlying profit	FY25 Results*3	FY26 Forecasts	Increase/ Decrease
Mineral resources*1	99.0	124.0	+25.0
Non-mineral resources*2	425.0	491.0	+66.0
Corporate and Elimination	3.0	5.0	+2.0

*1 A sum of Mineral Resources Group, and Gas Value Chain SBU within Energy Transformation Business Group.
*2 Calculated by subtracting “Mineral resources” and “Corporate and Eliminations” from the total.
*3 Reclassified following the organizational restructuring effective Apr. 1 2026.
*4 As the transition of our business model from a long-term asset-holding model to a turnover-based model has progressed, asset replacement-related and extraordinary gains and losses in our domestic and overseas IPP/IWPP businesses have been reclassified as underlying profit starting in FY26.
*5 Including a loss buffer of ¥30.0 bil.

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15. Quarterly Breakdown of Asset Replacement and Extraordinary Profits/Losses by Segment (FY2025)

(Unit: billions of yen)

	Q1	Q2	Q3	Q4	Cumulative Results		Main factors
Steel	0.0	-1.0	0.0	10.0	9.0	Q2 Q4	Profit/loss related to asset replacement in steel sheets business: approx.-1.0 Gain on the sale of Sekal AS in tubular products business, profit/loss related to asset replacement in steel sheets business: approx.+10.0
Automotive	31.0	3.0	-10.0	2.0	25.0	Q1 Q2 Q3 Q4	Gain on the sale of Midas in tire sales & marketing business in the U.S.: approx.+28.0 Tax effect in Automotive sales & marketing: approx.+3.0 Gain on the sale of SML Isuzu: approx.+3.0 Loss due to the write-off of non-performing loans in the auto finance business in Indonesia: approx.-10.0 Tax effect in the automotive manufacturing business: approx.+2.0
Transportation & Construction Systems	1.0	-1.0	-2.0	1.0	-1.0	Q1 Q3 Q4	Receipt of Insurance settlement proceeds by aircraft leasing business: approx.+1.0 Loss related to the Chapter 11 filing by a major lessee in the aircraft leasing business: approx.-4.0 Gain on the sale of assets in the ship business: approx.+2.0 Fair value gain on the change in the capital structure in the ship business: approx.+1.0
Diverse Urban Development	0.0	0.0	-1.0	-1.0	-2.0	Q3 Q4	Loss related to the Chapter 11 filing by a major lessee in the aircraft leasing business: approx.-1.0 Impairment loss in the overseas water business: approx.-1.0
Media & Digital	2.0	3.0	2.0	-4.0	3.0	Q1 Q2 Q3 Q4	Overseas telecommunication business related: approx.+2.0 SCSK's gain on the sale of ARGO GRAPHICS shares: approx.+3.0 Overseas telecommunication business related: approx.+2.0 Overseas telecommunication business related: approx.-2.0 Impairment loss of intangible assets at Net One Systems, etc.: approx.-2.0
Lifestyle Business	0.0	0.0	-5.0	-9.0	-14.0	Q3 Q4	Loss related to the divestment of the melon business in the fresh produce business in Europe and the Americas: approx.-5.0 Impairment loss on fixed assets in the mushroom business in North America, etc.: approx.-9.0
Mineral Resources	0.0	0.0	0.0	10.0	10.0	Q4	Tax effect from the capital restructuring in mineral resources field: approx.+8.0 Capital restructuring gains in copper business: approx.+4.0 Impairment loss and other items in the iron ore mining business in South Africa: approx.-3.0
Chemical Solutions	0.0	0.0	0.0	-2.0	-2.0	Q4	Impairment loss related to asset replacement in Basic Chemicals field: approx. -3.0 Tax refund in Agribusiness in Brazil, etc.: approx.+1.0
Energy Transformation Business	0.0	5.0	4.0	5.0	15.0	Q2 Q3 Q4	Gain from liquidating gas-fired power plant business in Vietnam: approx.+3.0 Reversal of provisions for construction losses in EPC business: approx.+1.0 EII: approx.+1.0 (Gain from bad debt recovery) Gain from the transfer of long-term contracts in the U.S. gas trade: approx.+6.0 Receipt of settlement payments due to expiration of gas and electricity supply contracts: approx.+1.0 Loss due to waiver of uncollected receivables in the U.S. power generation business: approx.-3.0 Reversal of provisions for construction losses and additional cost in EPC business: approx.+13.0 Asset replacement profits/losses in power plant business: approx.-4.0 (loss on the sale of a wind power generation business in Europe: approx.-3.0, loss related to withdrawal from certain business in the power generation business in the U.S.:approx.-2.0, gain from liquidating hydropower generation business the Philippines: approx.+2.0, others:aprox.-1.0) EII field: approx.-5.0 (fair value measurement of biological assets)
Corporate and Eliminations	0.0	0.0	0.0	30.0	30.0	Q4	Tax effect on loss carryforwards, etc.: approx.+30.0
Total	**34.0**	**9.0**	**-13.0**	**43.0**	**72.0**		

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15. Quarterly Breakdown of Asset Replacement and Extraordinary Profits/Losses by Segment (FY2024)

(Unit: billions of yen)

	Q1	Q2	Q3	Q4	Cumulative Results	Main factors
Steel	0.0	0.0	0.0	-1.0	-1.0	Q4 Loss related to withdrawal from steel sheets business, etc.: approx.-4.0 Tax effect from the capital restructuring of U.S. group companies, etc.: approx.+4.0, Edgen Group: approx.-2.0
Automotive	-5.0	1.0	3.0	3.0	1.0	Q1 Loss on the sale of the airbag cushion manufacturing and sales business: approx.-5.0 Q2 Restructuring gains in automotive manufacturing and engineering business: approx.+1.0 Q3 Gain on the sale of the airbag cushion manufacturing and sales business: approx.+1.0 Capital restructuring gains in mobility services business: approx.+2.0 Q4 Tax effect from the capital restructuring of the parking business in Nordic countries: approx.+3.0
Transportation & Construction Systems	0.0	0.0	5.0	18.0	23.0	Q3 Gain on the sale of shares and other items at the SMFL level: approx.+3.0 Revaluation gain from acquisition of U.S. aircraft part-out business: approx.+2.0 Q4 Receipt of Insurance settlement proceeds by aircraft leasing business: approx.+21.0 Impairment loss on solar power business in SMFL: approx.-3.0
Diverse Urban Development	0.0	0.0	1.0	4.0	5.0	Q3 Gain on the sale of shares and other items at the SMFL level: approx.+1.0 Q4 Receipt of Insurance settlement proceeds by aircraft leasing business: approx.+5.0 Impairment loss on solar power business in SMFL: approx.-1.0
Media & Digital	0.0	0.0	18.0	0.0	18.0	Q3 Gain related to the sale of T-Gaia: approx.+18.0
Lifestyle Business	0.0	0.0	3.0	-1.0	2.0	Q3 Domestic healthcare business: approx.+3.0 Q4 Adjustment of prior year profits and losses in Mushroom business in North America: approx.-1.0
Mineral Resources	0.0	3.0	-6.0	7.0	4.0	Q2 Profit from the deferred payment sale of Batu Hijau copper mine in Indonesia: approx.+3.0 Q3 Nickel mining & refining business in Madagascar: approx.-6.0 (loss on shareholder loans resulting from debt restructuring recorded: approx.-19.0, tax effect: approx.+13.0) Q4 Tax effect from the capital restructuring of the iron ore mining business in Brazil: approx.+7.0
Chemical Solutions	4.0	0.0	-2.0	-4.0	-2.0	Q1 Profit from the sale of the U.S. pharmaceutical business: approx.+4.0 Q3 Bad debt expense for doubtful receivables in agricultural input & service business in Brazil: approx.-2.0 Q4 Bad debt expense for doubtful receivables in agricultural input & service business in Brazil: approx.-4.0
Energy Transformation Business	0.0	4.0	-1.0	-7.0	-4.0	Q2 Reversal of provisions for construction losses in EPC business: approx.+4.0 Q3 Power infrastructure business: approx.-2.0 (Loss on withdrawal from a wind power generation business in Japan) Adjustment of prior year profits and losses in EPC business: approx.+1.0 Q4 Power infrastructure business: approx.-7.0 (impairment loss on the onshore wind farm project in Egypt: approx.-3.0, others: approx.-4.0)
Corporate and Eliminations	0.0	0.0	1.0	0.0	1.0	
Total	**-1.0**	**8.0**	**21.0**	**19.0**	**47.0**	

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16. ROIC and Invested Capital Trends by Segment

		SHIFT 2023 Average	Medium-Term Management Plan 2026			
			FY24 Results*3	FY25 Results*3	FY26 Forecasts	3-year Average
Steel	ROIC*1	11%	9%	10%	10%	10%
	IC*2	850.0	920.0	930.0	880.0	910.0
Automotive	ROIC*1	8%	11%	11%	7%	10%
	IC*2	660.0	690.0	720.0	570.0	660.0
Transportation & Construction systems	ROIC*1	8%	9%	7%	8%	8%
	IC*2	1,000.0	1,340.0	1,470.0	1,710.0	1,510.0
Diverse Urban Development	ROIC*1	5%	7%	6%	7%	7%
	IC*2	1,070.0	1,350.0	1,530.0	1,550.0	1,480.0
Communication Services	ROIC*1	1%	5%	3%	3%	4%
	IC*2	590.0	600.0	570.0	570.0	580.0
Digital AI	ROIC*1	10%	8%	10%	9%	9%
	IC*2	380.0	640.0	710.0	750.0	700.0
Lifestyle Business	ROIC*1	2%	4%	1%	4%	3%
	IC*2	550.0	580.0	610.0	620.0	600.0
Mineral Resources	ROIC*1	16%	12%	10%	10%	11%
	IC*2	790.0	840.0	970.0	990.0	940.0
Chemical Solutions	ROIC*1	9%	7%	8%	8%	8%
	IC*2	460.0	530.0	610.0	540.0	560.0
Energy Transformation Business	ROIC	9%	10%	10%	12%	11%
	IC*1	1,030.0	1,250.0	1,340.0	1,040.0	1,210.0
Total	ROIC*1	8%	8%	8%	8%	8%
	IC*2	7,630.0	8,670.0	9,440.0	9,100.0	9,070.0

Main Initiatives to Enhance Portfolio Quality

- Continue to promote asset replacement and expand investments in growth markets, while enhancing value chain capabilities through the use of digital and AI
- Further enhance and expand our global supply chain—one of our core strengths—while strengthening functions and scaling up businesses through an integrated, cross-industry approach

- Expand sales and service networks in key markets
- Harness digital/AI capabilities in data-driven marketing and collaboration with SCSK

- Transportation: expanding earnings base from both AMBC Aviation Capital and Sumisho Air Lease
- Construction equipment rental business: improving asset efficiency by expanding regional market share and operational improvement

- Promote continuous asset turnover and selective global expansion based on region and project; Expand the scale of operations by leveraging financial structuring and other strategies.

- Limit increases in invested capital while driving growth in existing businesses through digital and AI and fostering new businesses leveraging our business platforms

- Promoting self-sustaining growth through the transformation of SCSK's business model and fostering co-creation with Sumitomo Corporation
- Strengthening competitiveness by expanding digital solutions (upstream consulting, AI, BPO, etc.)

- Operational advancement, functional strengthening, and creation of new businesses through digital and AI
- Expansion of business scale through domestic pharmacy roll-ups and growth in the overseas healthcare sector

- Maximization of existing asset value and investment in high-quality, base-metals-focused assets
- Sustained value creation through midstream and downstream activities, including manufacturing and trading

- Turnaround of Agribusiness
- Increase invested capital in growth areas (e.g. sulfuric acid business, green chemicals etc.)
- Advancement of operations and trading functions through the use of digital and AI technologies

- Promote continuous turnover-based business in the domestic and overseas IPP/IWPP business, combining development and sale, including partial sales after milestone achievements, while considering market characteristics

*1 ROIC=NOPAT（Profit for the year (including profit attributable to non-controlling interests) − Interest expense x (1-Tax rate)) / Invested capital (Average of beginning and ending balances of [Interest-bearing liabilities (gross) + lease liabilities + Total equity])
*2 Invested Capital: the figures represent year-end balances (billions of yen) for each fiscal year.
*3 Reclassified following the organizational restructuring effective Apr.1 2026.

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17. Operating Results (Cash Flow Allocation)

(Unit: billions of yen)

	Medium-Term Management Plan 2026 3-year Total (Apr. 2024-Mar. 2027)		Medium-Term Management Plan 2026		
	Planned in May 2024	Announced in May 2026	Total Results (Apr. 2024-Mar. 2026)	FY24 Results	FY25 Results
Cash In					
Cash flow earnings*1	+2,000.0	**+2,000.0**	**+1,268.7**	**+647.6**	**+621.1**
Asset replacement	+800.0	**+1,100.0**	**+510.0**	**+240.0**	**+270.0**
Cash Out					
Investment*2	≤ -1,800.0	**-3,000.0**	**-1,900.0**	**-730.0**	**-1,170.0**
(Steady business growth/ Value creation)	(≤ -1,400.0)		(-1,730.0)	(-630.0)	(-1,090.0)
(Nurture/Restructuring)	(≤ -400.0)		(-170.0)	(-100.0)	(-80.0)
Shareholder return	≤ -700.0	**-700.0**	**-447.9**	**-205.0**	**-242.9**
Free cash flow (post-shareholder return) (Changes in working capital, etc. excluded)	Positive	**-600.0**	**-560.0**	**-40.0**	**-520.0**

Cash flow earnings

- Steady cash generation by core businesses

Asset replacement

- Sale of Sekal AS
- Sale of Midas in tire sales & marketing business in the U.S.
- Sale of domestic and overseas properties
- Sale of T-Gaia
- Sale of ARGO GRAPHICS by SCSK

Investment

- Additional acquisition of SCSK shares (approx. ¥-680.0 bil.)
- Acquisition of shares in Net One Systems by SCSK
- Acquisition of domestic and overseas properties

Shareholder return

- Dividend paid, share repurchased

*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 dividend associated with asset replacement) + Depreciation + Lease liability payments

*2 Includes “expenditures for acquiring subsidiary interests from non-controlling shareholders”, which are classified under financing cash flows in statutory accounting.

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17. Operating Results (Financial Position)

(Unit: billions of yen)

	As of Mar. 31, 2025	As of Mar. 31, 2026	Increase/ Decrease
Current assets	5,074.1	**6,635.7**	+1,561.5
Non-current assets	6,557.0	**7,002.7**	+445.6
Total assets	11,631.2	**13,638.3**	+2,007.2
Other liabilities	3,490.9	**4,726.1**	+1,235.2
Interest-bearing liabilities*1	3,254.7 (2,672.5)	**4,177.1 (3,147.2)**	+922.4 (+474.7)
Total liabilities	6,745.6	**8,903.2**	+2,157.6
Shareholders' equity*2	4,648.5	**4,628.6**	-19.9
Total liabilities and equity	11,631.2	**13,638.3**	+2,007.2
D/E Ratio (Net)	0.57	**0.68**	+0.11pt
Exchange rate (JPY/US$)	149.52	**159.88**	+10.36

*1 "Interest-bearing liabilities" is sum of bonds and borrowings (current and non- current), excluding lease liabilities.
Figures in parenthesis in "interest-bearing liabilities" show "interest-bearing liabilities, net".
*2 "Shareholders' equity" is equivalent to "equity attributable to owners of the parent" in consolidated statements of financial position.

Total assets (Increase/Decrease: ¥+2,007.2 bil.)

- Increase in operating assets (Mark-to-market valuation related to the precious metals leasing business among others)
- Increase in Cash and cash equivalents
- Increase resulting from the depreciation of the yen (approx.¥+540.0 bil.)

Total liabilities (Increase/Decrease: ¥+2,157.6 bil.)

- Increase in interest-bearing liabilities (impact of additional acquisition of SCSK shares: ¥+680.0 bil.)
- Increase in operating liabilities (Mark-to-market valuation related to the precious metals leasing business among others)

Shareholders' equity*2 (Increase/Decrease: ¥-19.9 bil.)

- Decrease resulting from additional acquisition of SCSK shares (approx.¥-720.0 bil.)
- Dividend paid, share repurchased
- Increase from profit for the year
- Increase resulting from the depreciation of the yen (approx.¥+290.0 bil.)

Overview of SCSK Tender Offer

- Additional acquisition of 38.09% of the shares through a tender offer
- Purchase consideration financed by interest-bearing liabilities (approx.¥+680.0 bil.)
- Settlement of shares corresponding to fractional shares in FY2026Q2 (approx. ¥200.0 bil.)
- Decrease in shareholders' equity and non-controlling interests (approx.¥-720.0 bil. and approx.¥-160.0 bil., respectively)

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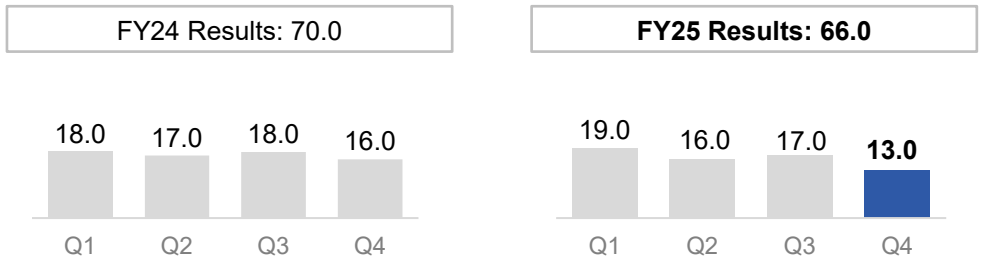
18. Performance Overview (Steel)

(Unit: billions of yen)

Key Financial Indicators

		FY24 Results ①	FY25 Results ②	Increase/ Decrease ②-①	FY26 Forecasts
Profit for the period attributable to owners of the parent	A	68.4	**74.3**	+5.9	72.0
Asset replacement and extraordinary profits/losses	B	approx.-1.0	approx.**+9.0**	approx.+10.0	approx.+4.0
Underlying profit	A-B	approx.70.0	approx.**66.0**	approx.-4.0	approx.68.0

Quarterly Trend for Underlying Profit



Major Group Companies / Businesses

Companies / Businesses	Equity Stake (Mar.31, 2026)	Equity in Earnings FY24 Results	Equity in Earnings FY25 Results	Equity in Earnings FY26 Forecasts
Sumitomo Corporation Global Metals Group*2	100.00 %	6.4	**7.3**	6.8
Eryngium	100.00 %	2.4	**0.0**	2.1
Edgen Group	100.00 %	-1.4	**1.8**	2.3

Underlying Profit for FY25 (approx.¥4.0 bil. decrease from FY24)

Tubular Products

- Tubular products business in North America: demand decline due to falling oil prices
- Tubular products business in other areas: decrease in demand due to transient decrease of some projects

Steel Sheets

- Start of earnings contribution from monopile manufacturing business
- Overseas railway projects: steady

Forecasts for FY26 (Underlying Profit)

Tubular Products

- Tubular products business in North America: market expected to remain flat
- Tubular products business in other areas: decline expected in the Middle East, but demand outside the region remains steady

Steel Sheets

- Monopile manufacturing business: despite the earnings normalization expected following the strong performance in FY25, performance remains steady

Investment & Replacement

Investment (FY25 Results: ¥8.0 bil.)

Replacement

- Sale of Sekal AS

Topics

*1 “Underlying profit” is profit for the year attributable to owners of the parent excl. asset replacement and extraordinary profits/losses.
*2 Sumitomo Corporation Global Metals‘ combined financial results, including those of the operating companies it is involved in and supports regardless of the investment relationship, are ¥16.2 billion in FY24, ¥28.4 billion in FY25, and ¥29.0 billion in the FY26 forecast.

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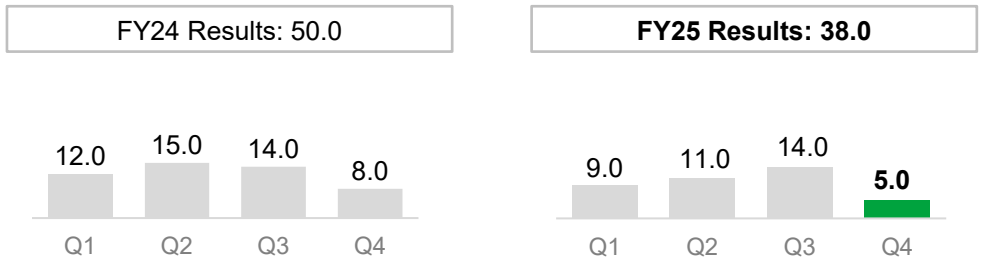
18. Performance Overview (Automotive)

(Unit: billions of yen)

Key Financial Indicators

		FY24 Results ①	FY25 Results ②	Increase/ Decrease ②-①	FY26 Forecasts
Profit for the period attributable to owners of the parent	A	51.2	**63.2**	+12.0	34.0
Asset replacement and extraordinary profits/losses	B	approx.+1.0	approx.**+25.0**	approx.+24.0	approx.+1.0
Underlying profit	A-B	approx.50.0	approx.**38.0**	approx.-12.0	approx.33.0

Quarterly Trend for Underlying Profit



Major Group Companies / Businesses

Companies / Businesses	Equity Stake (Mar.31, 2026)	Equity in Earnings FY24 Results	Equity in Earnings **FY25 Results**	Equity in Earnings FY26 Forecasts
Sumitomo Corporation Power & Mobility*1 *2	100.00 %	2.4	**2.4**	2.5
Sumitomo Mitsui Auto Service Company	40.43 %	9.0	**9.6**	9.9
TBC	50.00 %	0.5	**31.1**[*3]	-[*4]

Underlying Profit for FY25 (approx.¥12.0 bil. decrease from FY24)

Automotive Sales & Marketing

- Profit declined due to intensified competition in key markets and deteriorating situation in the Middle East

Tire

- Performance improved due to improvements in operational efficiency

Forecasts for FY26 (Underlying Profit)

Automotive Manufacturing and Engineering

- Profit increase expected due to operational improvements

Automotive Sales & Marketing

- Profit decline expected due to tough competitive environment in key markets and deteriorating situation in the Middle East

Mobility Services

- Domestic auto leasing business: steady

Tire

- Operational improvements are expected to continue

Investment & Replacement

Investment (FY25 Results: ¥17.0 bil.)

Replacement

- Sale of Midas in tire sales & marketing business in the U.S.
- Sale of SML Isuzu

Topics

*1 Equity in earnings for this company is presented as the company total, including amounts from another segment.
*2 This company's results and forecasts for automotive business are allocated to this group, those for social infrastructure business are allocated to Diverse Urban Development Group, and those for energy solution business are allocated to Energy Transformation Business Group, respectively.
*3 Approx.¥+30.0 bil. in gains from the sale of Midas are included in the FY25 results. Including tax effects, the total impact on the Group's performance from the sale is approx.¥+28.0 bil.
*4 We refrain from disclosing the forecasts due to relationship with the business partner.

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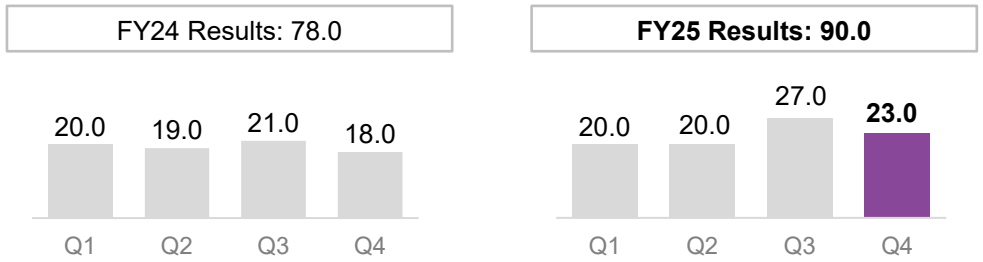
18. Performance Overview (Transportation & Construction Systems)

(Unit: billions of yen)

Key Financial Indicators

		FY24 Results ①	FY25 Results ②	Increase/ Decrease ②-①	FY26 Forecasts
Profit for the period attributable to owners of the parent	A	101.5	**88.9**	-12.6	104.0
Asset replacement and extraordinary profits/losses	B	approx.+23.0	approx.**-1.0**	approx.-24.0	approx.-5.0
Underlying profit	A-B	approx.78.0	approx.**90.0**	approx.+12.0	approx.109.0

Quarterly Trend for Underlying Profit



Major Group Companies / Businesses

Companies / Businesses	Equity Stake (Mar.31, 2026)	Equity in Earnings		
		FY24 Results	FY25 Results	FY26 Forecasts
Sumitomo Mitsui Finance and Leasing Company (SMFL) *1 *2	50.00 %	80.1	**51.6**	56.1
SMBC Aviation Capital	-	52.0	**31.1***3	-*4

Underlying Profit for FY25 (approx.¥12.0 bil. increase from FY24)

Transportation

- Leasing business: aircraft leasing remained steady
- Ship business: profit increased due to vessel sales

Construction & Mining Systems

- Rental business: construction demand recovering gradually
- Sales and service business: steady

Forecasts for FY26 (Underlying Profit)

Transportation

- Leasing business:
  Start of earnings contribution from the U.S.-based aircraft leasing company
  Expected to be overall steady, supported mainly by aircraft leasing
- Ship business: Lower number of vessel sales compared to FY25

Construction & Mining Systems

- Construction equipment rental business: profit increase expected due to operational improvements
- Sales and service business: steady

Investment & Replacement

Investment (FY25 Results: ¥50.0 bil.)

Topics

- Acquisition of U.S.-based aircraft leasing company ALC completed in April 2026

*1 Equity in earnings for this company is presented as the company total, including amounts from another segment.
*2 The total equity stake is 50%, with 10% attributed to the Diverse Urban Development Group. The remaining portion of the 40% is divided between two groups: one represents an indirect equity interest in Sumitomo Mitsui Auto Service Company, held by the Automotive Group, and the other belongs to this group.
*3 (Update on May 29, 2026) Additional disclosure of FY25 results, which were undisclosed at the time of FY25 Q4 earning announcement on May 1, 2026.
*4 We refrain from disclosing the forecast due to relationship with the business partner.

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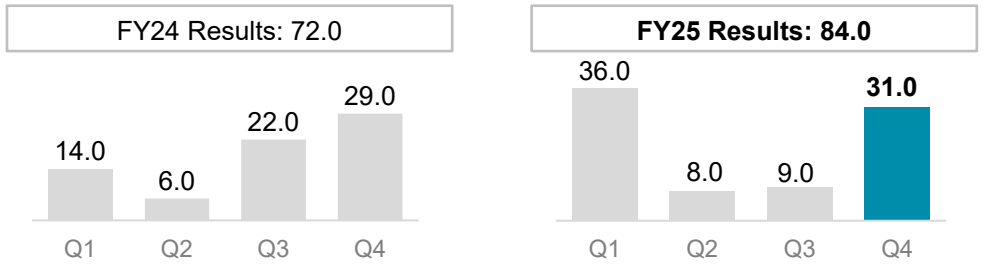
18. Performance Overview (Diverse Urban Development)

(Unit: billions of yen)

Key Financial Indicators

		FY24 Results ①	FY25 Results ②	Increase/ Decrease ②-①	FY26 Forecasts
Profit for the period attributable to owners of the parent	A	77.1	**81.5**	+4.5	95.0
Asset replacement and extraordinary profits/losses	B	approx.+5.0	approx.**-2.0**	approx.-7.0	approx.+17.0
Underlying profit	A-B	approx.72.0	approx.**84.0**	approx.+12.0	approx.78.0

Quarterly Trend for Underlying Profit



Major Group Companies / Businesses

Companies / Businesses	Equity Stake (Mar.31, 2026)	Equity in Earnings FY24 Results	Equity in Earnings **FY25 Results**	Equity in Earnings FY26 Forecasts
Domestic real estate business*1	-*2	64.5	**83.4**	82.9
SCOA Real Estate Partners	100.00 %	5.7	**0.9**	4.3
Industrial parks business*1	-*2	2.3	**5.4**	4.7
Construction material and machinery business*1	-*2	4.2	**3.3**	5.3
Sumisho Global Logistics	100.00 %	2.5	**1.9**	2.5

Underlying Profit for FY25 (approx.¥12.0 bil. increase from FY24)

Real estate business

- Delivery of large-scale properties driven by active asset turnover
  - Domestic: office buildings, residential properties, and logistics facilities, among others
- Large-scale property deliveries in FY24 at SCOA Real Estate Partners

Industrial parks business

- Land sales remain steady

Forecasts for FY26 (Underlying Profit)

Real estate business

- Property deliveries, including large-scale properties in FY25
- Overseas real estate business: impairment loss in FY25

Investment & Replacement

Investment (FY25 Results: ¥90.0 bil.)

- Acquisition of domestic and overseas properties
  - Overseas: office building in India and U.S. housing, among others

Replacement

- Sale of domestic and overseas properties
  - Domestic: office buildings, logistics facilities, and commercial facilities
  - Overseas: U.S. housing, among others

Topics

*1 Figures represent the combined profit/loss of the parent company and its share from subsidiaries and associated companies.
*2 Group of companies with different shareholding ratios.

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18. Performance Overview (Communication Services)

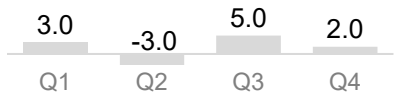
(Unit: billions of yen)

Key Financial Indicators

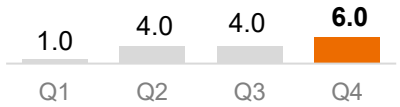
		FY24 Results ①	FY25 Results ②	Increase/ Decrease ②-①	FY26 Forecasts
Profit for the period attributable to owners of the parent	A	25.8	**16.0**	-9.8	15.0
Asset replacement and extraordinary profits/losses	B	approx.+18.0	approx.**+1.0**	approx.-17.0	0.0
Underlying profit	A-B	approx.8.0	approx.**15.0**	approx.+7.0	approx.15.0

Quarterly Trend for Underlying Profit

FY24 Results: 8.0



FY25 Results: 15.0



Major Group Companies / Businesses

Companies / Businesses	Equity Stake (Mar.31, 2026)	Equity in Earnings FY24 Results	Equity in Earnings **FY25 Results**	Equity in Earnings FY26 Forecasts
Safaricom Telecommunications Ethiopia	23.50%[*1]	-14.7	**-13.1**[*2]	-[*3]
JCOM	50.00 %	34.0	**34.3**	36.5
Jupiter Shop Channel[*4]	45.00 %	7.4	**7.5**	7.6

Underlying Profit for FY25 (approx.¥7.0 bil. increase from FY24)

Major domestic group companies

- Impact of the sale of T-Gaia in FY24

Telecommunications business in Ethiopia

- Decrease in foreign exchange valuation losses due to a slowdown in the continued local currency depreciation

Telecommunications business in Myanmar

- Improvement through the FY24 revision of the operational support contract, and gain from the reversal of provisions following the collection of receivables

Forecasts for FY26 (Underlying Profit)

Major domestic group companies

- Steady

Telecommunications business in Ethiopia

- Increase in the number of active customers over 90 days and ARPU[*5] expected, despite the continued local currency depreciation

Others

- Upfront costs expected due to the launch of new businesses

Investment & Replacement

Investment (FY25 Results: ¥27.0 bil.)

Replacement

- Sale of T-Gaia

Topics

*1 The equity stake changed from 23.45% to 23.50% in Mar. 2026.
*2 (Update on May 8, 2026) Additional disclosure of FY25 results, which were undisclosed at the time of FY25 earning announcement on May 1, 2026.
*3 We refrain from disclosing the forecast due to relationship with the business partner.
*4 The equity in earnings from this company represents the aggregate amounts including the portion allocated to another segment. The overall equity stake is 45%, of which 37.5% pertains to this segment and the remaining 7.5% is attributed to the Lifestyle Business Group.
*5 Average Revenue Per User

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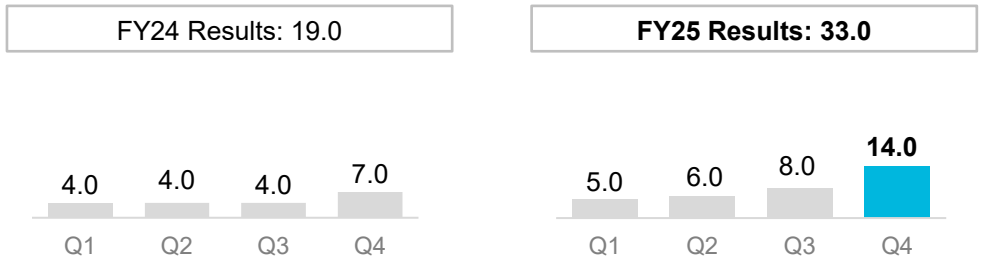
18. Performance Overview (Digital AI)

(Unit: billions of yen)

Key Financial Indicators

		FY24 Results ①	FY25 Results ②	Increase/ Decrease ②-①	FY26 Forecasts
Profit for the period attributable to owners of the parent	A	19.4	**35.3**	+15.9	53.0
Asset replacement and extraordinary profits/losses	B	0.0	approx.**+2.0**	approx.+2.0	0.0
Underlying profit	A-B	approx.19.0	approx.**+33.0**	approx.+14.0	approx.53.0

Quarterly Trend for Underlying Profit



Major Group Companies / Businesses

Companies / Businesses	Equity Stake (Mar.31, 2026)	Equity in Earnings		
		FY24 Results	FY25 Results	FY26 Forecasts
SCSK	100.00*1 %	23.4*2	**42.9**	75.0

*1 Following the completion of the tender offer, the equity stake increased from 50.54% to 88.63% in Dec. 2025; subsequently, due to a stock consolidation, the equity stake increased from 88.63% to 100% in Mar 2026.
*2 The equity stake as of the end of Mar 2025 was 50.59%.

Underlying Profit for FY25 (approx.14.0 bil. increase from FY24)

SCSK
- Both SCSK and Net One Systems are strong
- Impact from the increase in equity stake
- Profit increase from Net One Systems' consolidation into SCSK

Others
- Increase in interest burden on investments

Forecasts for FY26 (Underlying Profit)

SCSK
- Strong performance continues
- Impact of increased equity stake (contributing to profit growth throughout the year)
- Reduction in tax costs through participation in the group tax consolidation system

Others
- Increase in interest burden on investments

Investment & Replacement

Investment (FY25 Results: ¥779.0 bil.)
- Acquisition of Net One Systems by SCSK
- Capital investment in SCSK
- Tender Offer for SCSK Shares

Replacement
- Sale of ARGO GRAPHICS by SCSK

Topics

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18. Performance Overview (Lifestyle Business)

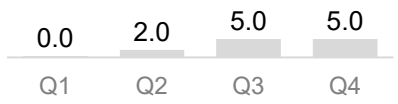
(Unit: billions of yen)

Key Financial Indicators

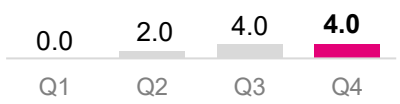
		FY24 Results ①	FY25 Results ②	Increase/ Decrease ②-①	FY26 Forecasts
Profit for the period attributable to owners of the parent	A	14.1	**-3.6**	-17.7	17.0
Asset replacement and extraordinary profits/losses	B	approx.+2.0	approx.**-14.0**	approx.-16.0	0.0
Underlying profit	A-B	approx.12.0	approx.**10.0**	approx.-2.0	approx.17.0

Quarterly Trend for Underlying Profit

FY24 Results: 12.0



FY25 Results: 10.0



Major Group Companies / Businesses

Companies / Businesses	Equity Stake (Mar.31, 2026)	Equity in Earnings FY24 Results	Equity in Earnings **FY25 Results**	Equity in Earnings FY26 Forecasts
Summit	100.00 %	5.8	**7.5**	8.1
Feiler Japan	100.00 %	1.8	**3.1**	3.2
SC Foods	100.00 %	3.2	**3.1**	3.6
Wellneo Sugar	24.86*1 %	1.4	**1.6*2**	1.6*2
Fyffes	100.00 %	4.4	**-4.1**	6.7
Highline	100.00 %	-2.1	**-9.4**	-1.2
Domestic drugstores & pharmacies*3	-*4	2.5	**3.1**	3.7

Underlying Profit for FY25 (approx.¥2.0 bil. decrease from FY24)

Domestic supermarket business

- Profit increased, driven by new store openings, renovations of existing stores, and effective product and sales promotion strategies

Fresh produce business in Europe and the Americas

- Banana and pineapple businesses: performance remained resilient, supported by cost improvement effects from supply chain rationalization, despite cost increases caused by logistics disruptions
- Melon business: struggled due to cost increases and oversupply, both caused by external factors

Mushroom business in North America

- Slowing U.S. demand for Canadian mushrooms

Forecasts for FY26 (Underlying Profit)

Domestic supermarket business

- Strong, supported by new store openings, existing store renovations, merchandising, and operational enhancements driven by DX initiatives

Fresh produce business in Europe and the Americas

- Banana and pineapple businesses: sales remain strong, though logistics-related cost pressures are expected to continue
- Rebound following the divestment of the loss-making melon business in FY25

Mushroom business in North America

- Ongoing slowdown in U.S. demand for Canadian mushrooms

Healthcare

- Earnings growth expected from value enhancement of existing operations and business expansion, both in Japan and overseas

Investment & Replacement

Investment (FY25 Results: ¥50.0 bil.)

- Investment in ActivStyle, a healthcare company in the U.S.

Replacement

- Fresh produce business in Europe and the Americas: sale of the melon production and sales business

Topics

*1 The equity stake changed from 24.82% to 24.86% in Sep. 2025.
*2 (Update on May 15, 2026) Additional disclosure of FY25 results and FY26 forecasts, which were undisclosed at the time of FY25 earning announcement on May 1, 2026.
*3 These represent the combined figures for domestic drugstores and pharmacies, including Tomod's.
*4 Group of companies with different equity stakes.

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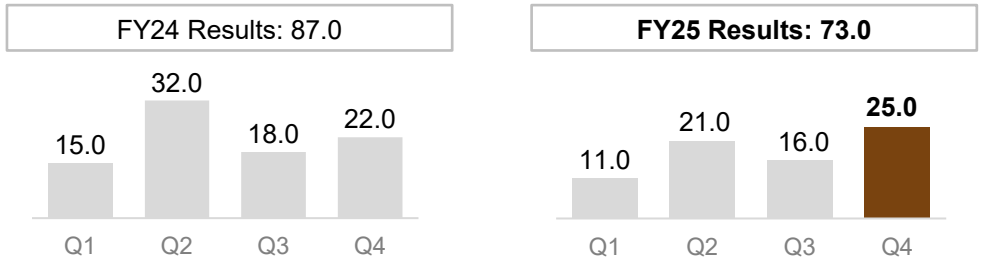
18. Performance Overview (Mineral Resources)

(Unit: billions of yen)

Key Financial Indicators

		FY24 Results ①	FY25 Results ②	Increase/ Decrease ②-①	FY26 Forecasts
Profit for the period attributable to owners of the parent	A	91.1	**82.3**	-8.8	95.0
Asset replacement and extraordinary profits/losses	B	approx.+4.0	approx.**+10.0**	approx.+6.0	0.0
Underlying profit	A-B	approx.87.0	approx.**73.0**	approx.-14.0	approx.95.0

Quarterly Trend for Underlying Profit*1



Major Group Companies / Businesses

Companies / Businesses	Equity Stake (Mar.31, 2026)	Equity in Earnings FY24 Results	Equity in Earnings **FY25 Results**	Equity in Earnings FY26 Forecasts
Copper business companies	-*2	8.6	**15.7**	27.3
Nickel mining and refining business in Madagascar	54.17 %	-18.9	**0.0**	0.0
Aluminum smelting business in Malaysia	20.00 %	10.9	**13.4**	-*3
Companies related to coal business in Australia	-*2	24.6	**5.5**	10.5
Iron ore mining business in South Africa	49.00 %	31.0	**19.2**	23.8
Iron ore mining business in Brazil	30.00 %	4.7	**4.7**	3.1

Underlying Profit for FY25 (approx.¥14.0 bil. decrease from FY24)

Copper business
- Profit increase driven by higher prices

Coal business in Australia
- Decline in prices and decrease in sales volume of coking coal

Iron ore mining business in South Africa
- Decline in prices

Commodity Business
- Strong performance in precious metals trading

Forecasts for FY26 (Underlying Profit)

Copper business
- Increase in production volume expected due to operational improvements at QB2, along with higher prices

Aluminum
- Margin expansion expected

Coal business in Australia
- Operational improvements and higher prices expected

Commodity Business
- Earnings normalization expected following the strong performance in FY25

Investment & Replacement

Investment (FY25 Results: ¥15.0 bil.)

Topics

*1 Earnings of Iron ore mining business in South Africa are recognized semi-annually. (in the Q2 and Q4)
*2 Group of companies with different equity stakes.
*3 We refrain from disclosing the forecast due to relationship with the business partner.

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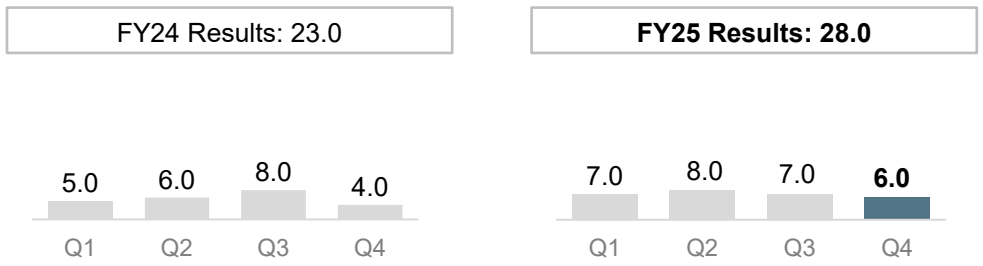
18. Performance Overview (Chemical Solutions)

(Unit: billions of yen)

Key Financial Indicators

		FY24 Results ①	FY25 Results ②	Increase/ Decrease ②-①	FY26 Forecasts
Profit for the period attributable to owners of the parent	A	21.4	**26.5**	+5.1	33.0
Asset replacement and extraordinary profits/losses	B	approx.-2.0	approx.**-2.0**	0.0	approx.+1.0
Underlying profit	A-B	approx.23.0	approx.**28.0**	approx.+5.0	approx.32.0

Quarterly Trend for Underlying Profit



Major Group Companies / Businesses

Companies / Businesses	Equity Stake (Mar.31, 2026)	Equity in Earnings FY24 Results	Equity in Earnings **FY25 Results**	Equity in Earnings FY26 Forecasts
Sumitomo Shoji Chemicals	100.00 %	5.0	**5.5**	5.5
Sumitronics group	-*	4.5	**5.7**	6.0
Summit Pharmaceuticals International	100.00 %	4.0	**3.5**	4.0
Sumi Agro Europe	100.00 %	2.0	**2.7**	4.5
Agro Amazonia Produtos Agropecuarios	100.00 %	-8.8	**1.6**	0.9
Summit Rural Western Australia	100.00 %	0.9	**0.7**	1.2

Underlying Profit for FY25 (approx.¥5.0 bil. increase from FY24)

Basic Chemicals
- Despite the weakening market conditions in petrochemical products, results remained in line with FY24
- Steady sales in sulfuric acid business

Electronics
- Sales increase following the steady demand in semiconductor

Life Science
- Sales increase in pet care business

Agribusiness
- Brazil: prolonged challenging market environment
- Europe: recovery from unfavorable weather conditions in FY24

Forecasts for FY26 (Underlying Profit)

Basic Chemicals
- A challenging market environment, including situation in the Middle East, continues in petrochemical products and sulfuric acid business

Electronics
- Ongoing steady demand for semiconductors

Life Science
- Steady sales expected in pet care business and pharmaceuticals trading business

Agribusiness
- Brazil: profitability improvement through cost reductions and enhanced sales of high value-added products

Investment & Replacement

Investment (FY25 Results: ¥22.0 bil.)
- Investment in a U.S. based developer of biological products in agriculture (Jun. 2025)
- Investment in a U.S. based developer of pasture seeds (Jul. 2025)
- Additional capital investment in the sulfuric acid tank terminal operator business in the U.S. (Nov. 2025)
- Asset acquisition of agrochemical (Feb. 2026)

Topics

- Investment in Thailand's sulfuric acid tank terminal operator business (Completion expected within FY26Q1)

* Group of companies with different equity stakes.

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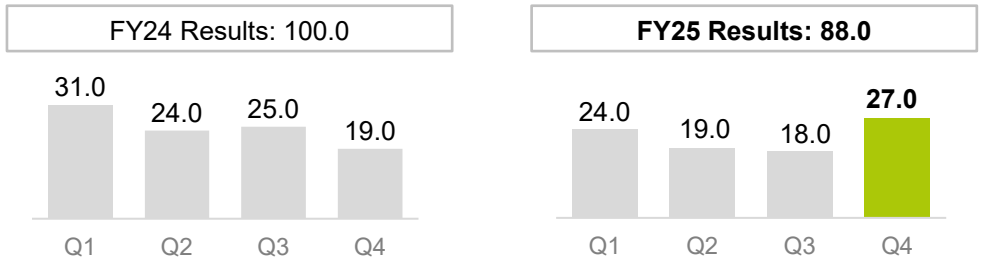
18. Performance Overview (Energy Transformation Business)

(Unit: billions of yen)

Key Financial Indicators

		FY24 Results ①	FY25 Results ②	Increase/ Decrease ②-①	FY26 Forecasts
Profit for the period attributable to owners of the parent	A	96.4	**102.4**	+6.0	115.0
Asset replacement and extraordinary profits/losses	B	approx.-4.0	approx.**+15.0**	approx.+19.0	0.0
Underlying profit	A-B	approx.100.0	approx.**88.0**	approx.-12.0	approx.115.0

Quarterly Trend for Underlying Profit



Major Group Companies / Businesses

Companies / Businesses	Equity Stake (Mar.31, 2026)	Equity in Earnings FY24 Results	FY25 Results	FY26 Forecasts
Domestic electricity retail business	-*3	22.0	**22.0**	20.1
Overseas IPP/IWPP business*1 *2	-*3	82.5	**73.0**	85.2
Asia	-*3	66.1	**60.3**	54.3
Europe and Americas	-*3	7.8	**1.9**	23.2
Other Area	-*3	8.6	**10.7**	7.7
Global natural gas and power trading business*4	-*3	24.3	**28.0**	22.3
LNG Japan	50.00 %	9.7	**7.9**	4.3

Underlying Profit for FY25 (approx.¥12.0 bil. decrease from FY24)

Overseas IPP/IWPP business

- Decrease in equity earnings from power plant project in Vietnam
- Absence of gains from asset sales

Global natural gas and power trading business

- Low progress of the gas trade business in Europe

Forecasts for FY26 (Underlying Profit)

Domestic electricity retail business

- Normal electricity demand due to an average weather condition

Overseas IPP/IWPP business

- Gain on the sales expected from asset turnover
- Earnings contribution from contract renewals in the power generation business in U.S.

Global natural gas and power trading business

- Earnings are expected to be at the same level as FY25, through steady monetization of market volatility

Investment & Replacement

Investment (FY25 Results: ¥97.0 bil.)

- Biogas business in Denmark (Jun. 2025)
- New and additional investments in renewable energy-related businesses both in Japan and overseas

Topics

*1 Equity in earnings for the entire Overseas IPP/IWPP business. Companies included in Overseas IPP/IWPP business have been changed.
*2 In line with the shift from an asset-holding model to a turnover-based model starting in FY26, asset replacement-related and extraordinary gains/losses in our domestic and overseas IPP/IWPP businesses are reclassified as underlying profit.
*3 Group of companies with different equity stakes.
*4 Figures represent the combined profit/loss of the parent company and its share from natural gas and power trading companies, including PACIFIC SUMMIT ENERGY. PACIFIC SUMMIT ENERGY recorded results of ¥17.1 billion in FY24 and ¥24.1 billion in FY25.

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19. Supplementary Segment Information (Steel)

Growth Strategy Leveraging the Steel Business's Strengths

Strengths

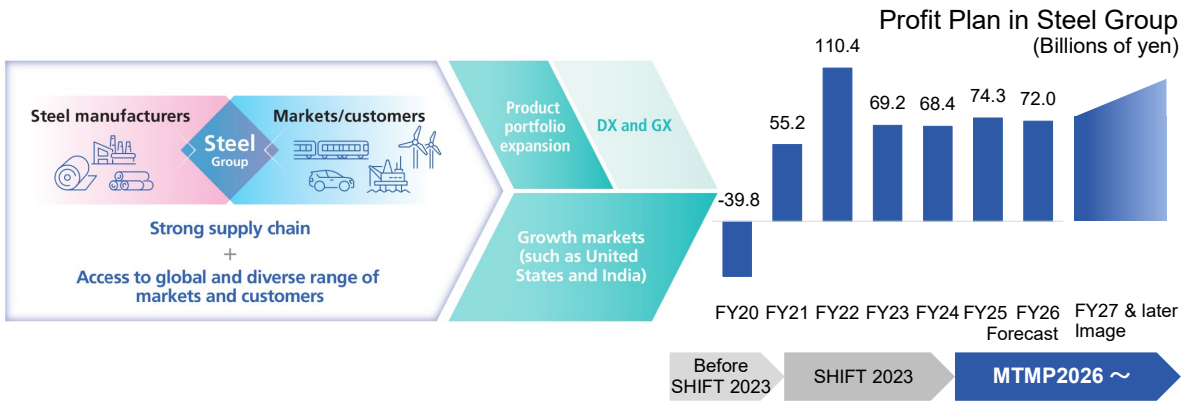
- Expertise, solution capabilities, and an extensive customer network in steel products and tubular products
- Global development of a strong supply chain firmly rooted in each region
- One of the world's largest oil country tubular goods (OCTG) distribution businesses and strategic partnerships with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

Growth 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

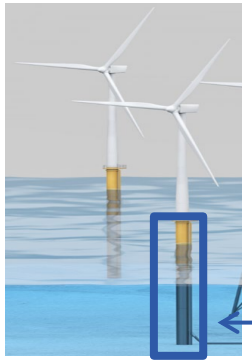
Global Supply Chain

- We aim to increase earnings in regions where demand is increasing alongside economic growth and in markets where demand is increasing along with energy transition



Growth Strategy Progress

- Invested in EEW Offshore Wind Holding, a worldwide leading manufacturer of "Monopiles", used for the foundation of bottom-fixed offshore wind power generation
- Contributed to the expansion of renewable energy through the development of supply chains and stable supply of equipment and materials for fixed-bottom offshore wind power, adoption of which is progressing in Europe
- We will work with key players in the industry to aim to supply green monopiles and contribute to the realization of a decarbonized society through a more sustainable supply chain

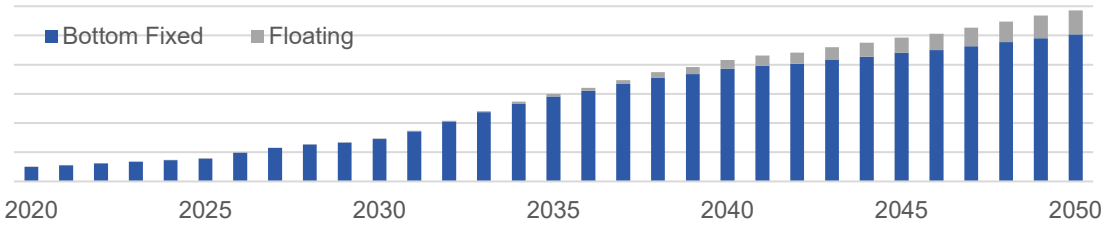




Monopiles being loaded at EEW quayside in Rostock, Germany

Monopile: a large diameter steel pipes used for the foundation of bottom-fixed offshore wind power generation

Cumulative Gross Offshore Wind Additions Outlook in Europe



Source: Wood Mackenzie (Wind Power Package)*

* 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.

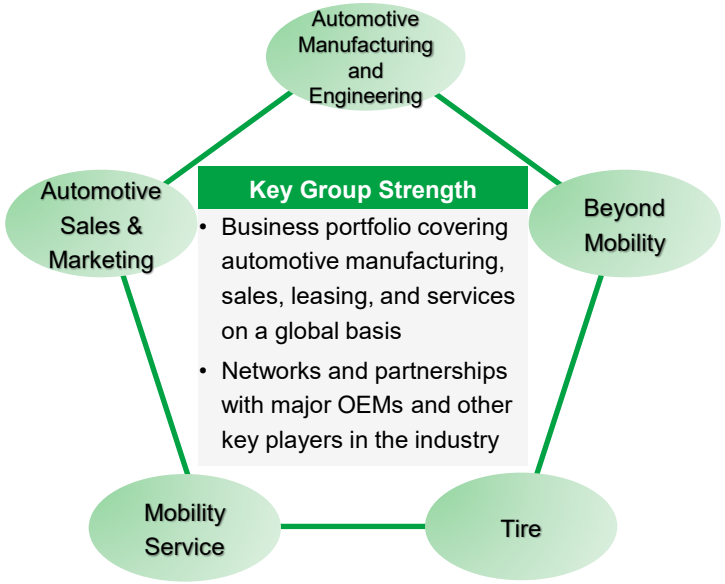
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19. Supplementary Segment Information (Automotive)

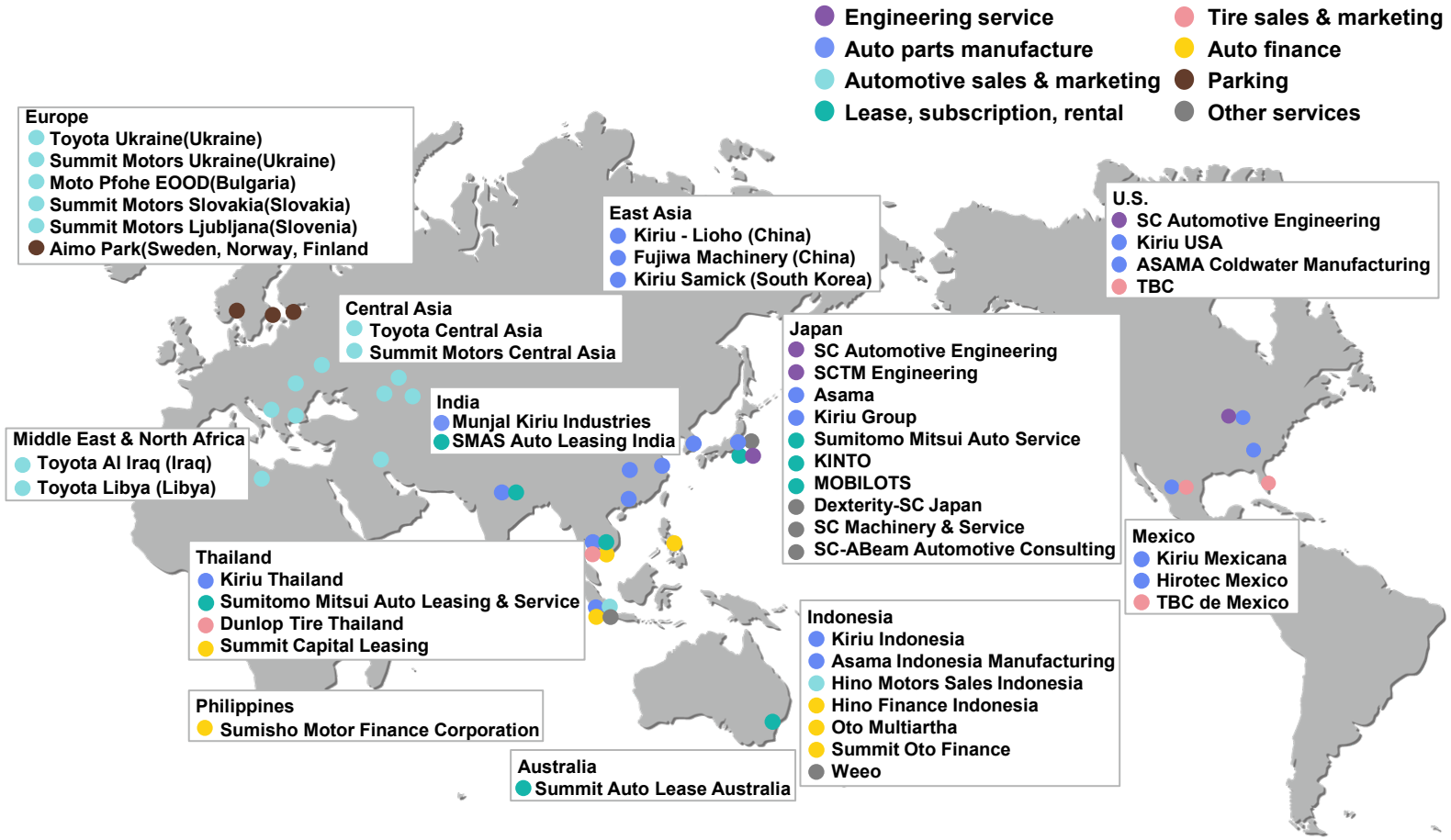
Lead the Transformation of Mobility and Create New Values

Growth 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



Global Map of Mobility Business



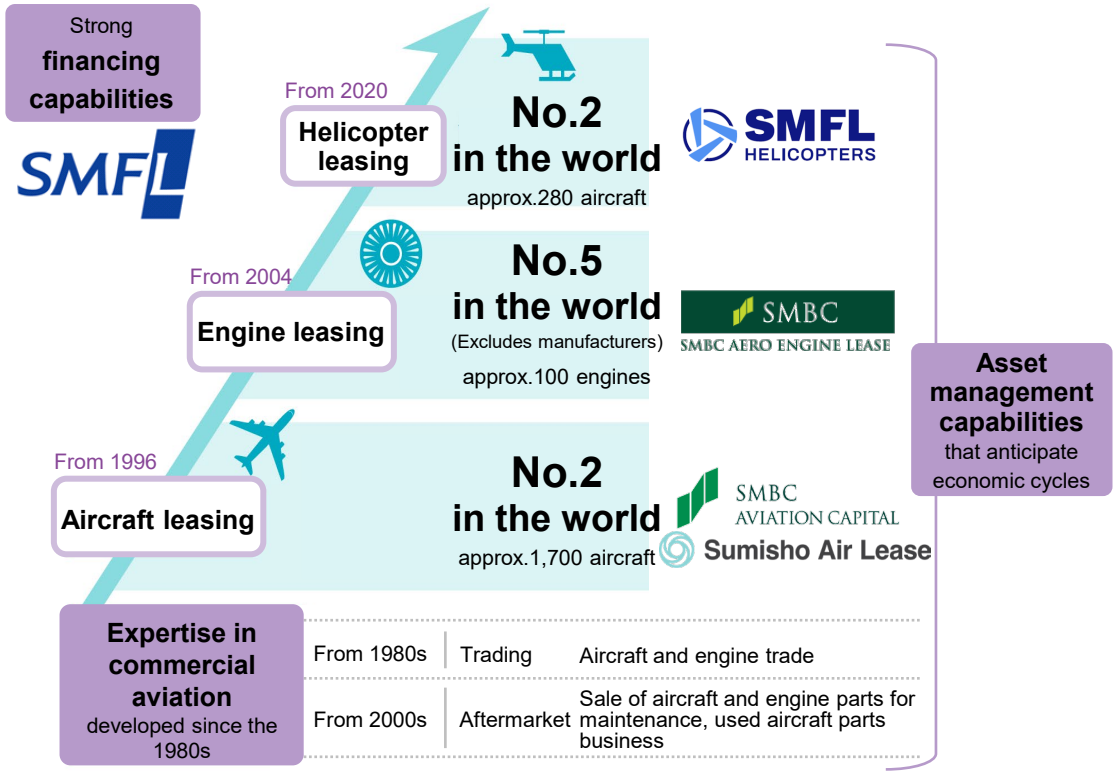
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19. Supplementary Segment Information (Transportation & Construction Systems)

Growth Strategy of Commercial Aviation SBU

Growth Strategy

We have established an unrivaled No.1 position among Japanese integrated trading companies, based on our aircraft, engine, and helicopter leasing businesses. Centered around SMBC Aviation Capital, we operate one of the world's leading leasing businesses. We will continue to promote a growth strategy that achieves both profitability and agility by advancing our asset turnover model.



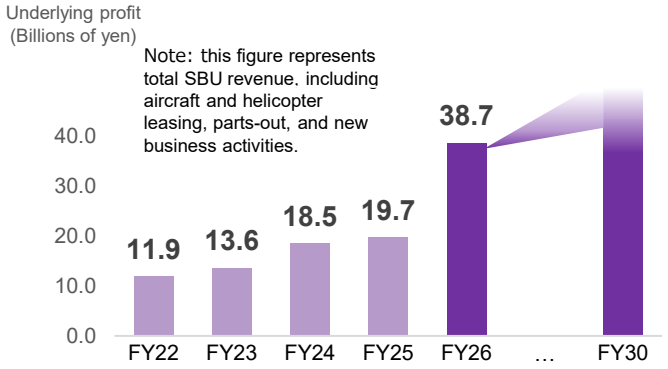
Growth Strategy Progress

In helicopter leasing, we acquired Macquarie Rotorcraft in May 2025 and integrated it with our existing operations in March 2026, launching the combined business under SMFL Helicopters. With respect to aircraft leasing, we announced to complete the acquisition of Air Lease, the world's fourth-largest lessor, on 8 April 2026, and established a new operating platform as Sumisho Air Lease. By combining a globally competitive asset portfolio with our operational expertise, we aim to enhance our mid-long-term earnings base.

Profit Plan

Achieved the FY2030 goal ahead of schedule.

With stable growth in aircraft demand driven by the expansion of emerging markets and the rise of low-cost carriers (LCCs), we will capture this robust market demand to further enhance our profitability and competitiveness through the expansion of our leasing businesses.



Fleet Size of Major Aircraft Leasing Companies (Owned, Serviced and Committed) *

1st	AerCap	2,081
2nd	**SMBC Aviation Capital Sumisho Air Lease**	**1,703**
3rd	Avolon	1,112
4th	BOC Aviation	819

Source: Corporate documents and websites, Cirium.
* Figures are based on data as of Apr. 2026.

Sumitomo Corporation Group's aircraft leasing business **ranks among the world's largest** in terms of the number of aircraft owned and serviced

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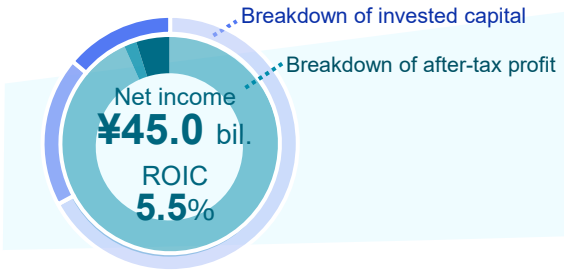
19. Supplementary Segment Information (Diverse Urban Development)

A Global Developer Advancing Future City Development

Progress of the Medium-Term Management Plan and Milestones Toward Sustainable Growth

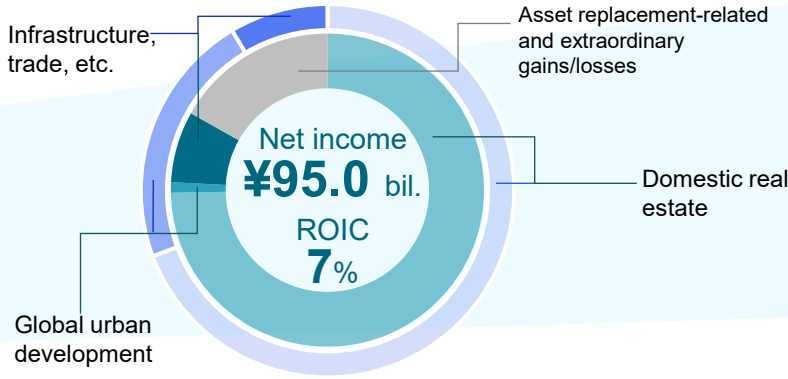
FY23 The final year of previous MTMP

- Primarily Japan-focused
- Standalone development
  (prior to integration of real estate and infrastructure)



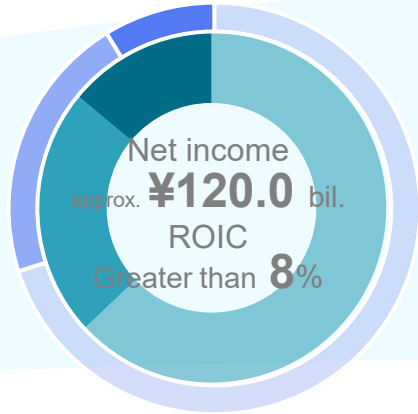
FY26 The final year of current MTMP

- Enhance profitability through promoting asset turnover
- Expand investment in high-growth global markets
- Scale up full-fledged integrated urban development
- Expand investment in digital infrastructure business



FY30 Vision

- Improve ROIC through effective use of third-party capital
- Increase earnings contribution from global and integrated development
- Enhance urban value through digital and AI-driven solutions



Pie chart (outer): Breakdown of invested capital
Pie chart (inner): Breakdown of after-tax profit

After-tax profit/Invested capital

- Domestic real estate
- Global urban development
  Overseas real estate, industrial parks, North Hanoi Sustainable City
- Infrastructure, trade, etc.
  Including building materials and electromechanical equipment, logistics, insurance, core infrastructure, and digital infrastructure
- Asset replacement-related and extraordinary gains/losses

Milestones Toward Earnings Contribution

Global markets	● Prioritize regions with GDP growth and population expansion, leveraging existing networks to expand investment in India, Vietnam, Australia, and the U.S. across residential, office, and logistics assets. Residential projects in Vietnam and Australia are expected contribute progressively under the current plan, with Indian residential and office projects becoming major earnings drives from FY29 onward.
Integrated Approach	● Shifting from standalone projects to integrated development, we create synergistic value through cross-SBU collaboration unique to an integrated trading company, while leveraging our global network and footprint as well as digital and AI technologies to simultaneously enhance urban value and monetization. ・Former Kyushu University Hakozaki Campus Site; officially selected as urban development land use operator. Phased opening of residential, commercial, and R&D facilities from FY28, with gradual earnings contribution. ・North Hanoi Smart City Project; infrastructure construction commenced in FY25. Delivery of detached houses from FY27, followed by phased earnings contribution.
Digital Infrastructure	● Development of Asian digital connectivity infrastructure, including investment participation in submarine communication cables (total project scale: approx. ¥150.0 bill.) Operation scheduled from FY29.


Perspective rendering of the “Innovation Core” district


Perspective rendering of North Hanoi Smart City

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19. Supplementary Segment Information (Communication Services)

Growth Strategy for Media SBU

Building on sustainable growth driven by maximizing the value of existing businesses such as JCOM and Jupiter Shop Channel (“SHOP”), we aim to accelerate growth by creating new businesses, including the anime IP business—a high-growth industry—and new platform businesses leveraging group assets, while maximizing profitability and ROIC through the utilization of digital and AI technologies.

Growth Strategy for Each Business

JCOM

- Top-line growth driven by expansion of the customer base through accelerated FTTH* deployment, ARPU growth from enhanced services such as financial businesses, and strengthening of BtoB/G businesses
- Strengthening our management foundation through organizational restructuring via regional subsidiary integration, efficiency improvements through product simplification, and the utilization of digital AI at call centers and other operations

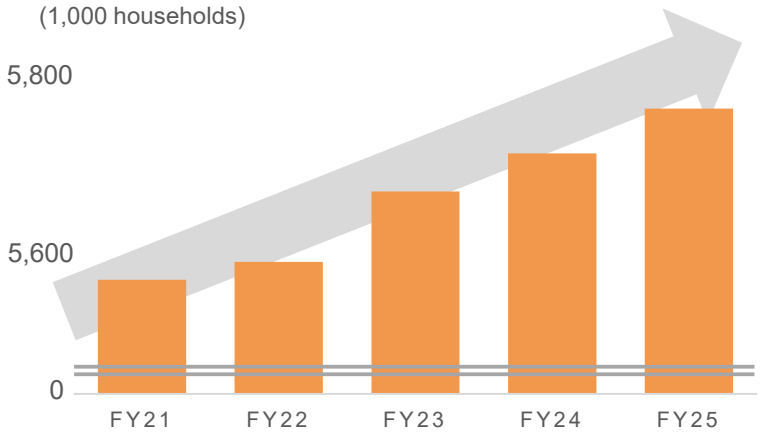
SHOP

- Accelerating the expansion from a TV shopping business to an integrated shopping entertainment business that combines TV, digital, and physical channels
- Business creation in new growth areas by leveraging our customer-centric, data-driven marketing capabilities cultivated through our core TV shopping business

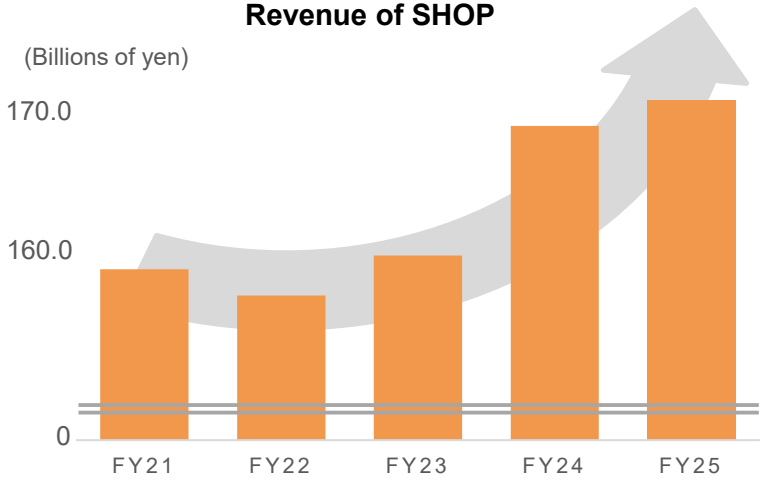
New Business

- Expansion of residential energy businesses leveraging the existing customer base
- Overseas expansion of the merchandising business and content production business to maximize revenue from anime IP

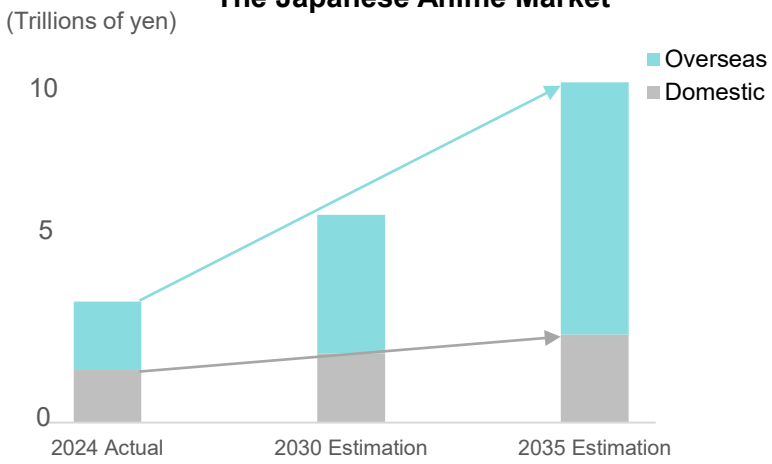
JCOM Total Number of Subscriber Households



Revenue of SHOP



The Japanese Anime Market



Source: Anime Industry Report (2030,2035: Estimation based on the same report)

* FTTH: Fiber To The Home

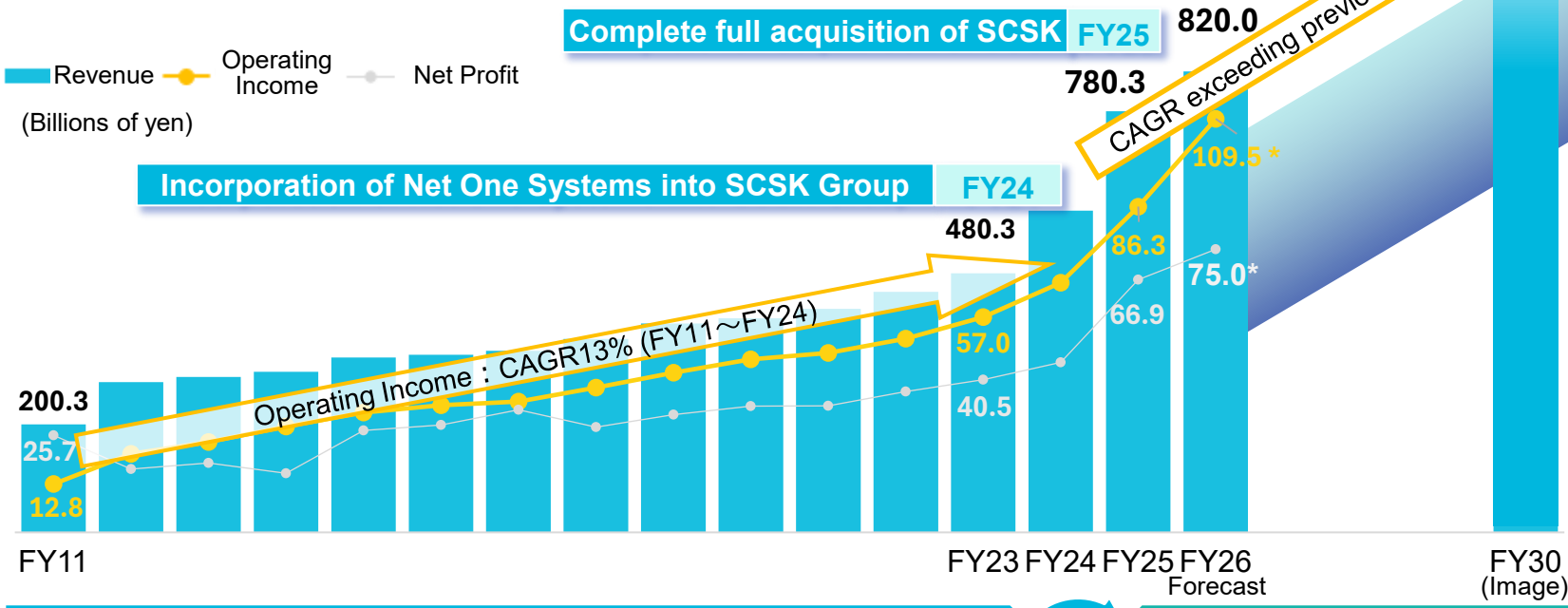
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19. Supplementary Segment Information (Digital AI)

Growth Strategy in Digital AI Group

- Fully support SCSK's growth and strongly advance our digital and AI strategies to achieve accelerated growth across the group.
- To further enhance the effectiveness of these digital and AI initiatives, we consolidated our internal digital-related organizations, including the Digital SBU, into a single group. Accordingly, we established the Digital AI Group in Apr. 2026.

SCSK's Financial Performance



Leading the transformation of society and industry

Fully Supporting SCSK's Autonomous Growth
SCSK will continue refining its strengths, and Sumitomo Corporation will support that growth to the fullest extent.

Accelerating our Growth Through Digital & AI Strategy
Deploy digital applications across our business frontlines (operating companies, customers and corporate functions). Advance the development of digital infrastructure.

Maximize the Corporate Value of the Group
Sumitomo Corporation and SCSK will **combine their respective strengths**, deepen **collaboration** and pursue areas where **synergy** can further enhance the competitiveness and growth of the entire Group.

SCSK's Strengths
- Established robust management foundation (profits and revenue growth in 14 consecutive years)
- Differentiated position in the industry as a "SIer + NIer"

Sumitomo Corporation's Strengths
- Business frontlines, global network and customer interface
- Issue capturing power, business engineering power, and overseas business investment, etc.

* Including reduction in tax costs through participation in the group tax consolidation system.

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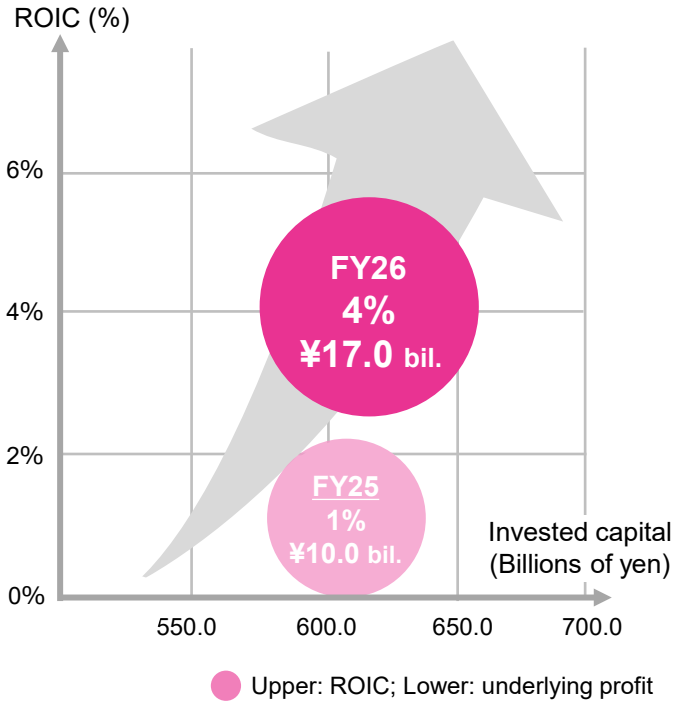
19. Supplementary Segment Information (Lifestyle Business)

Growth Strategies that Leverage the Strengths of the Lifestyle Business Group

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

Enhance the group's strengths—retail business operation know-how and customer touchpoints, robust global platform for food distribution and sale, and healthcare business expertise in Japan and overseas—to achieve steady growth by using digital technologies and AI

Changes in ROIC & Underlying Profit



FY26 Initiatives & Groundwork for the Next Medium-Term Management Plan*

Retail

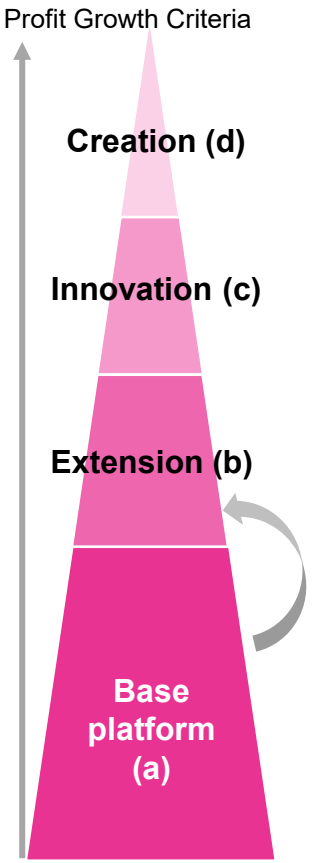
- Accelerate new openings and renovation of Summit and other stores, and strength Feiler business by expanding EC and other businesses (a, b)
- Enhance operations by using digital technologies and AI (a, b); create new value using data (c, d)
- Expand business by opening new FujiMart stores in Vietnam, achieving growth at existing stores, and through full-scale operation of Central Kitchen and logistics centers (a, b)
- Build next-generation retail business adapted to changes in lifestyles including the metaverse (d)

Food

- Improve profitability by enhancing functions at SC Foods and build stable business foundations (a)
- Following withdrawal from the melon business, improve profit through growth and increased logistics in the Fyffes banana and pineapple business (a, b)
- Strengthen business foundations by promoting GX and taking other measures at indoor farms (b, c)
- Create added value and new business by integrating strengths in existing businesses with use of digital technologies and AI (c, d)

Healthcare

- Increase value in the domestic drugstore and dispensing pharmacy business (a, b)
- Create new business from existing businesses including the platform business for domestic pharmacies (c, d)
- Enhance added-value services and conduct M&A in Southeast Asia (managed care, clinic business) (a, b)
- Raise operational efficiency by using digital technologies and AI and conducting M&A in USA (healthcare services to home-based patients with chronic conditions) (a, b)



* Items in parentheses are profit growth criteria.

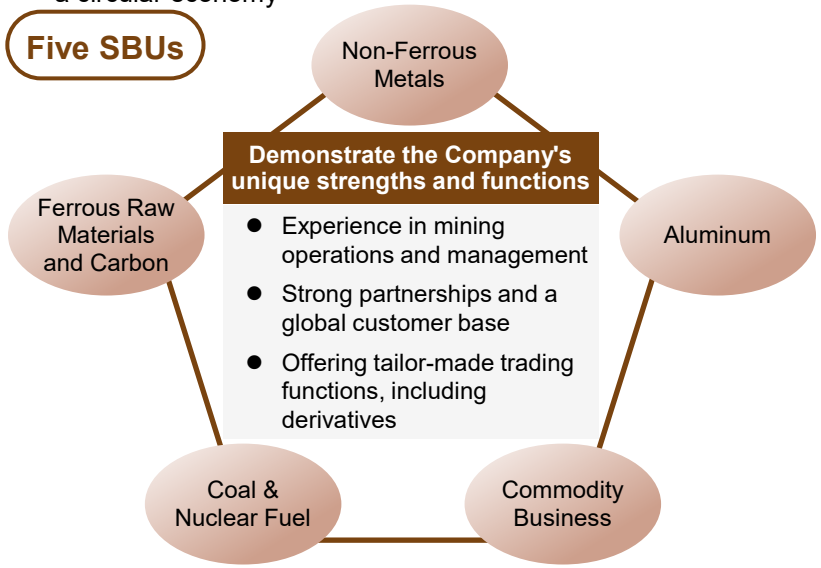
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19. Supplementary Segment Information (Mineral Resources)

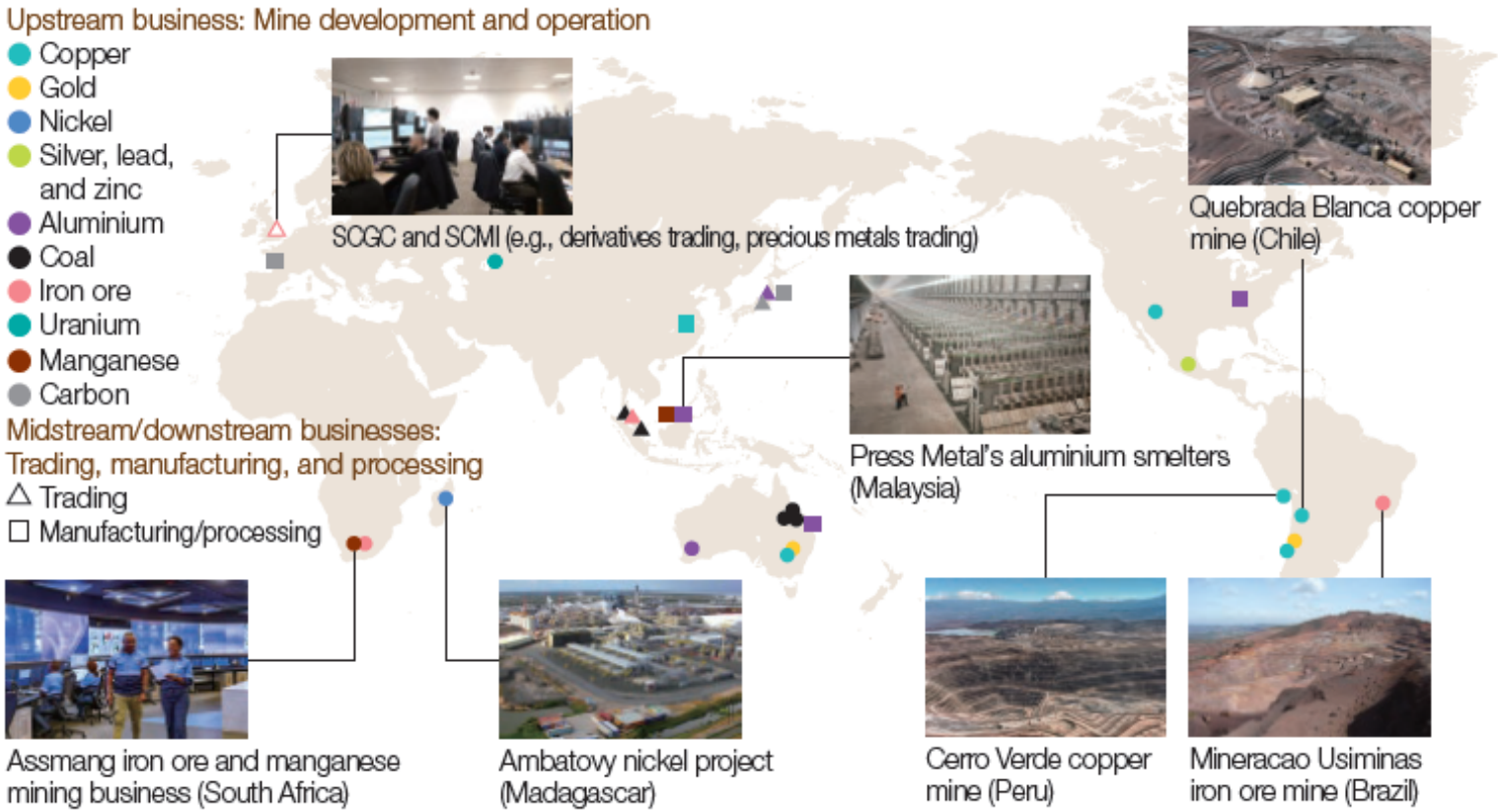
Through mineral resource development and the construction of its value chain, we will provide value that is unique to us and contribute to the development of industry and the realization of a sustainable society

Growth 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



Group Business Development Map



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19. Supplementary Segment Information (Chemical Solutions)

Growth Strategy of Basic Chemicals SBU

Overview and Growth Strategy of Basic Chemicals SBU

Petrochemical trading



- **Overview**: Global trading business for organic chemicals and synthetic resins for more than 40 years.
- **Growth strategy**: Expand global trading of petrochemical raw materials by identifying changes in supply-demand balance / industry structure and demonstrating logistics service functions.

Sulfuric acid business



- **Overview**: In addition to overseas trading, safely and stably delivers sulfuric acid to end users by using own storage tanks and logistics functions. Handling volume is the world's largest class.
- **Growth strategy**: Further expand supply chain networks in the Americas and develop the same business models in Asia and other regions.

Industrial mineral chemicals



- **Overview**: Manufacture and trading of industrial mineral chemicals such as rare earths, high-purity quartz, and natural soda ash.
- **Growth strategy**: Reinforce supply chains that contribute to economic security and expand trading.

■ Strength of the sulfuric acid business: Global No. 1 in the sulfuric acid industry (annual volume handled: approx.4 million tons)

- **Global overseas trading**
  Annual global overseas trading of sulfuric acid is approx.14 million tons.
  We procure sulfuric acid mainly from Japan, China, South Korea, and Europe, charter chemical tankers ranging from 10,000 to 30,000 tons, and sell sulfuric acid in more than 15 countries including the Americas, Southeast Asia, and Oceania.



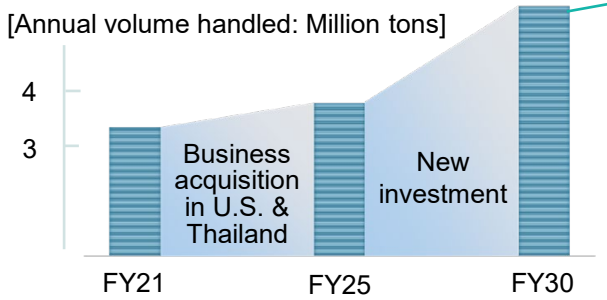
- **Tank terminal operation know-how**
  In 4 major sulfuric acid consuming countries—the U.S., Chile, Australia, and Thailand—we operate 7 own sulfuric acid tank terminals with total storage capacity of approx.390,000 tons. We have established our own safety management methods, contributing to the thorough prevention of leakage.



- **Small-lot distribution functions**
  In addition to the above, in the U.S., the company owns sulfuric acid tanks and transshipment facilities in inland areas, and by using more than 380 tank freight cars and external trucks, we built a system that allow us to supply required volume to end users at the right time.



■ Growth image for the sulfuric acid business



FY30 Target: 6 million tons

Expand and reinforce existing business and terminals and make strategic business acquisitions, etc. to reach 6 million tons in FY30 (annual volume).

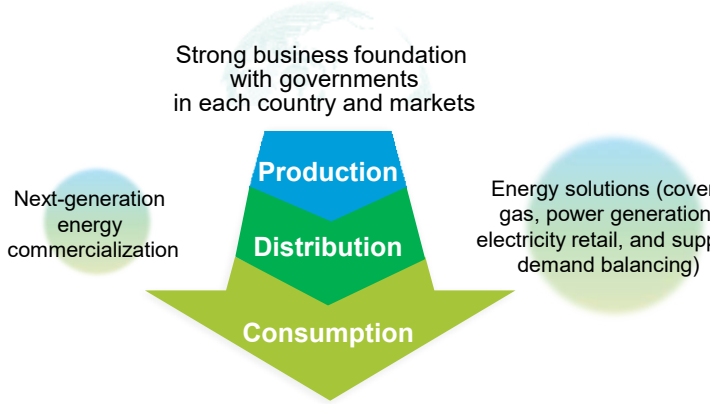
- Capital investment plan: More than ¥20.0 billion
- Strategic regions: Americas, Asia, etc.
- Own storage capacity: More than 500,000 tons (Currently 390,000 tons)

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19. Supplementary Segment Information (Energy Transformation Business)

Group Business Development

- With a full view of the entire value chain in each industrial sector, from production to distribution and consumption, we will contribute to society by providing one-stop solutions that meet regional needs for decarbonization and stable energy supply. Here, we will bring together our various strengths, including solid business foundation, wide portfolio of energy solutions, and next-generation energy commercialization capability.



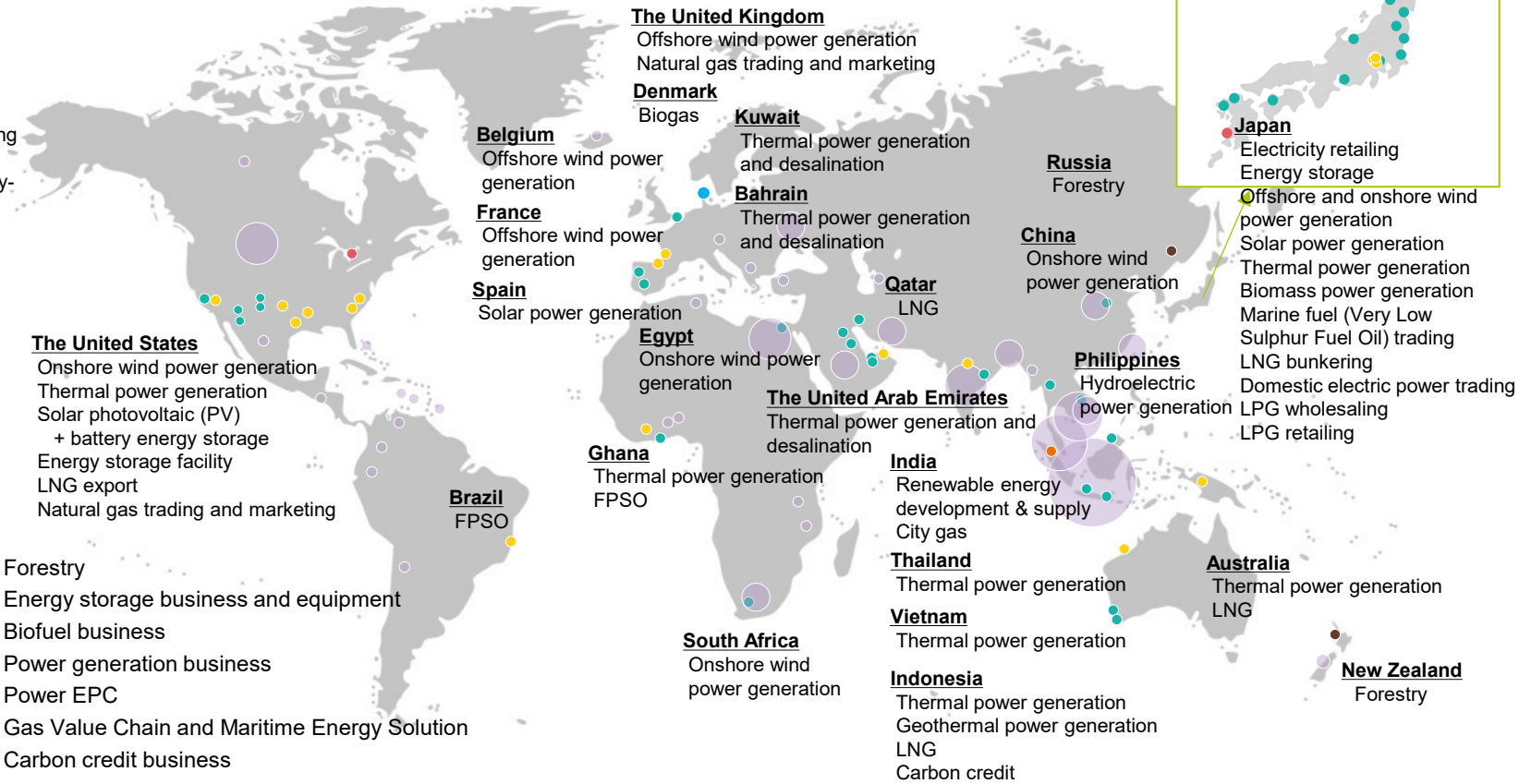
One-stop decarbonization solutions that meet regional needs



Mangrove reforestation in Indonesia
Carbon credits generating business

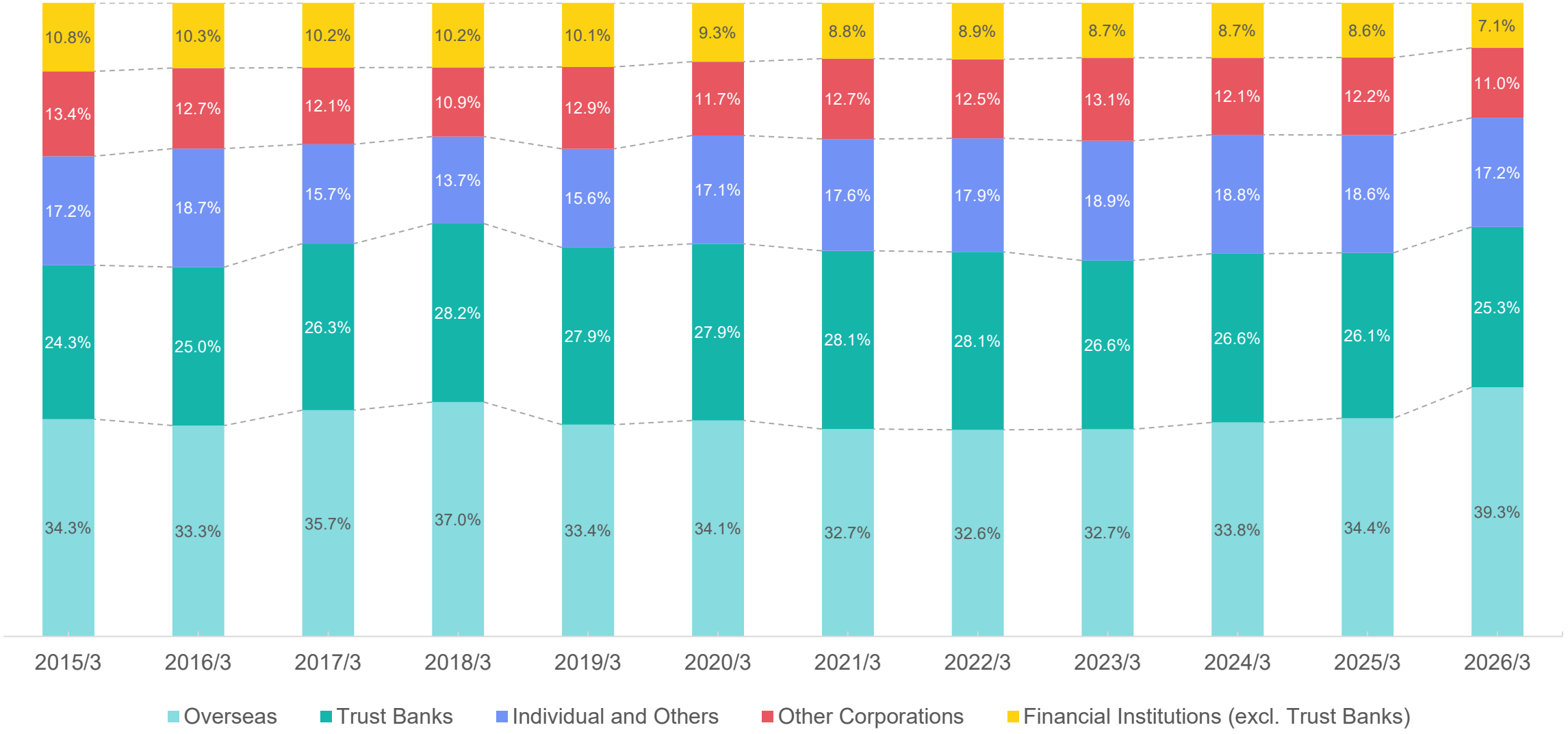


Offshore wind power projects
in France



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20. Shareholder Composition



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