

The following is an unofficial English translation of the Notice of Convocation of the 158th Ordinary General Meeting of Shareholders of Sumitomo Corporation (hereinafter referred to as the “Company”). The Company provides this translation for your reference and convenience only and without any warranty as to its accuracy or otherwise. Please also refer to “Terms and Conditions of Use” on Sumitomo Corporation website.

Cautionary Statement Concerning Forward-Looking Statements

Certain statements contained in this notice relating to our future plans, targets, objectives, expectations, operations, performance and other developments, economic prospects, projections of revenue, income, earnings, expenditures or other financial results and intentions constitute forward-looking statements. The forward-looking statements can be identified by the use of words such as “believes,” “expects,” “anticipate,” “should,” “will,” “would,” “plan,” “estimate,” “potential,” “goal,” “outlook,” “may,” “predicts,” “could,” “seek,” “intend,” or the negative of those words and other comparable expressions. The forward-looking statements are based on management’s current assumptions and expectations of future events, and are subject to a number of factors and uncertainties that may result in changes in circumstances. Actual results may differ materially from those the Company expected for a wide range of possible reasons, including general industry and market conditions, general international economic conditions and the risk factors identified in our public filings. In light of the many risks and uncertainties, you are advised not to put undue reliance on these statements. The Company may be unsuccessful in implementing its business strategies, and management may fail to achieve its targets. Although the Company believes that the expectations reflected in the forward-looking statements are reasonable, it cannot guarantee future results, events or performances. These forward-looking statements are made as of the date of this notice and the Company is under no obligation -- and expressly disclaims any such obligation -- to update or alter its forward-looking statements.

NOTICE OF CONVOCAION OF THE 158th ORDINARY GENERAL MEETING OF SHAREHOLDERS

April 1, 2025 through March 31, 2026

TABLE OF CONTENTS

<i>To All Shareholders</i>	1
<i>Sumitomo Corporation Group's Management Principles</i>	2
<i>Notice of Convocation of the Ordinary General Meeting of Shareholders</i>	3
<i>Guidance Notes on the Exercise of Voting Rights</i>	4
<i>Reference Documents for the General Meeting of Shareholders</i>	5
Proposition No.1 : Distribution of Retained Earnings as Cash Dividends	(5)
Proposition No.2 : Election of Ten Directors (excluding Directors who are Audit & Supervisory Committee Members)	(6)
Proposition No.3 : Election of One Director who is an Audit & Supervisory Committee Member	(20)
<i>(Reference) Composition of the Directors</i>	22
<i>(Reference) Overview of the Company's Initiatives for Reinforcing Corporate Governance</i>	24
<i>(Reference) The Skills of Directors</i>	31
<i>(Reference) Standards for Appointment of Directors</i>	34
<i>(Reference) Overview of Director Remuneration Plan</i>	36
<i>Business Report (April 1, 2025 through March 31, 2026)</i>	39
I. Particulars regarding the Present Status of the Sumitomo Corporation Group	(39)
II. Particulars regarding the Shares of the Company	(62)
III. Particulars regarding the New Share Acquisition Rights, etc. of the Company	(65)
IV. Particulars regarding the Company's Directors	(70)
V. Particulars regarding the Company's Accounting Auditor	(84)
VI. Systems Necessary to Ensure the Properness of Operations of the Company (Internal Control Systems)	(85)
<i>Consolidated Financial Statements</i>	98
Consolidated Statements of Financial Position	(98)
Consolidated Statements of Comprehensive Income	(100)
Consolidated Statements of Changes in Equity	(101)
Consolidated Statements of Cash Flows (Unaudited)	(102)
Notes to Consolidated Financial Statements	(103)
<i>Financial Statements</i>	120
Non-consolidated Balance Sheets	(120)
Non-consolidated Statements of Income	(121)
Non-consolidated Statements of Changes in Shareholders' Equity	(122)
Notes to Non-consolidated Financial Statements	(123)
<i>Audit Reports</i>	131
Audit Report by the Accounting Auditors with Respect to the Consolidated Financial Statements	(131)
Audit Report by the Accounting Auditors with Respect to the Non-consolidated Financial Statements	(134)
Audit Report by the Audit & Supervisory Committee	(137)

To All Shareholders,

I would like to express our sincere appreciation for the exceptional support our shareholders have always shown us.

We will hold the 158th Ordinary General Meeting of Shareholders (for the fiscal year from April 1, 2025 to March 31, 2026) on June 19, 2026. Please find the notice of convocation provided here for your review.

May 2026
Shingo Ueno
President and Chief Executive Officer

Sumitomo Corporation Group's Management Principles

Based on Sumitomo's Business Philosophy, which was devised about 400 years ago, we established the following Management Principles in 1998. By sharing the values presented in the Management Principles across our group to materialize them in specific business activities, we aim to be a global organization that constantly stays a step ahead in dealing with change, creates new value, and contributes broadly to society.

Sumitomo Corporation Group's Management Principles

- To achieve prosperity and realize dreams through sound business activities
- To place prime importance on integrity and sound management with utmost respect for the individual
- To foster a corporate culture full of vitality and conducive to innovation

Sumitomo's Business Philosophy

Sumitomo's Business Philosophy, which is the basis of our Management Principles, has been handed down through many generations for about 400 years in Sumitomo's businesses, based on the Founder's Precepts "Monjuin Shiigaki," which Masatomo Sumitomo (1585-1652), the founder of the Sumitomo family, wrote and passed on to describe how a merchant should conduct business. The basic points of Sumitomo's Business Philosophy have been embodied in the form of the following two articles on the Business Principles:

Business Principles

Article 1. Sumitomo shall achieve strength and prosperity by placing prime importance on integrity and sound management in the conduct of its business.

Article 2. Sumitomo shall manage its activities with foresight and flexibility in order to cope effectively with the changing times. Under no circumstances, however, shall it pursue easy gains or act imprudently.

Article 1 emphasizes the utmost importance of integrity and sound management in the business, while Article 2 advocates the importance of having an enterprising spirit to generate profits quickly and faithfully while adapting to a changing society, and improving business operations while avoiding the pursuit of easy gains or acting carelessly.

Several other credos are also contained in Sumitomo's Business Philosophy. One example is: "Benefit for self and others, private and public interests are one and the same." To put it another way, Sumitomo's business, while benefiting Sumitomo, must also benefit the nation and benefit society. This represents the corporate vision that the Sumitomo Corporation Group as a whole must pursue at all times.

Sumitomo's Business Philosophy thus stresses the need for an enterprising spirit to stay a step ahead in dealing with change, while ascribing importance to maintaining integrity and sound management, avoiding easy gains, and working for the public interest, without being misled by short-term immediate changes. This philosophy has continuously formed the basis of the Sumitomo Corporation Group's business.

(Stock Exchange Code 8053)
(Date of distribution) May 28, 2026
(Commencement Date of Electronic Provision Measures) May 21, 2026

To All Shareholders

Sumitomo Corporation
3-2, Otemachi 2-chome
Chiyoda-ku, Tokyo

NOTICE OF CONVOCATION OF
THE ORDINARY GENERAL MEETING OF SHAREHOLDERS

We wish to express our sincere appreciation for the exceptional favor you have always shown us.

We hereby notify you that the 158th Ordinary General Meeting of Shareholders of the Company (hereinafter referred to as the “Meeting”) will be held as set forth below.

In convening the Meeting, information contained in the reference documents, etc. for a General Meeting of Shareholders (the matters provided electronically) is furnished electronically, and is posted on our corporate website (<https://www.sumitomocorp.com/en/jp/ir/stock/stmt>) as the Notice of Convocation of the 158th Ordinary General Meeting of Shareholders.

In addition to the above website, the matters provided electronically are also available on the website of the Tokyo Stock Exchange (TSE). If you are unable to view this information on our corporate website, please kindly view it by accessing the TSE website (the Listed Company Search webpage) (<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>). To see the information, enter the stock name (Sumitomo Corporation) or stock code (8053), click “Search,” and select “Basic information,” and go on to “Documents for public inspection/PR information.”

In the event of any revision to the matters provided electronically, the fact that we have something to revise, the information before revision and the revised information will be posted on our corporate website and the TSE website above.

Yukashoken Houkokusho (Japanese annual securities reports) is scheduled to be disclosed on Friday, June 12, 2026 prior to the 158th Ordinary General Meeting of Shareholders.

You may exercise your voting rights in writing or by electronic means (via the internet, etc.) (please refer to following page for more details) prior to the Meeting date. Please take the time to review the Reference Documents for the Meeting on the following pages 5 to 38 and exercise your voting rights no later than 5:45p.m. on Thursday June 18, 2026.

With highest regards,
Shingo Ueno
Representative Director, President & Chief Executive Officer

1. Date & Time: Friday June 19, 2026, at 10:00 a.m. (Open at 9:00 a.m.)

2. Venue: Heian Room
1st floor, The Okura Prestige Tower, The Okura Tokyo
2-10-4 Toranomon, Minato-ku, Tokyo

3. Purpose of the Meeting

Presentation of Reports:

No. 1: Business Report, Consolidated Financial Statements, and Audit Reports by the Accounting Auditor and the Audit & Supervisory Committee regarding the Consolidated Financial Statements for the 158th Fiscal Year (April 1, 2025 through March 31, 2026)

No. 2: Non-consolidated Financial Statements for the 158th Fiscal Year (April 1, 2025 through March 31, 2026)

Propositions:

Proposition No. 1: Distribution of Retained Earnings as Cash Dividends

Proposition No. 2: Election of Ten Directors (excluding Directors who are Audit & Supervisory Committee Members)

Proposition No. 3: Election of One Director who is an Audit & Supervisory Committee Member

Guidance Notes on the Exercise of Voting Rights

1. Methods

Please refer to the Reference Documents for the General Meeting of Shareholders and exercise your voting rights by any of the following methods:

(1) **Attendance at the General Meeting of Shareholders**

Date and time: Friday June 19, 2026, at 10:00 a.m. (Open at 9:00 a.m.)

Please bring the Proxy Card to the meeting and submit it to any of the receptionists.

Please arrive at the venue early, since the reception desk will be very crowded immediately before the meeting begins.

(2) **Exercise of Voting Rights in Writing**

Deadline for exercise of voting rights: 5:45 p.m. on Thursday June 18, 2026.

Please indicate your vote (“for” or “against”) for each proposition on the Proxy Card and return it to reach our Registrar of Shareholders no later than the deadline noted above.

(3) **Exercise of Voting Rights via Internet**

Deadline for exercise of voting rights: 5:45 p.m. on Thursday June 18, 2026.

(a) Scan the “Voting right exercise website login QR code for Smartphone” on the lower right of the Proxy Card with a smartphone or tablet. The voting right exercise website will appear on the screen. Please follow the screen instructions to exercise your voting rights.

(b) Access the URL (<https://www.web54.net>), enter the login ID and password stated on the Proxy Card and access the voting right exercise website. Please follow the on-screen instructions to exercise your voting rights.

*You may also exercise voting rights via website for exercising voting rights (<https://www.soukai-portal.net>).

2. Treatment of Exercising of Voting Rights

- (1) In the event of exercising of voting rights in writing, and there is no indication of “for” or “against” on each of the propositions, such vote will be treated as a vote “for” the proposal.
- (2) In the event of dual exercising of voting rights both in writing and via the Internet (including “Smart Voting”) or other means, only use of the Internet (including “Smart Voting”) will be treated as the valid exercising of voting rights.
- (3) In the event of multiple exercising of voting rights via the Internet (including “Smart Voting”) or other means, only the final exercising of voting rights will be treated as valid.

3. For Institutional Investors

If you have already registered for the electronic voting platform operated by ICJ, please exercise your voting rights via this platform.

Please call the following number if you have any questions relating to this guidance.

Stock Transfer Agency Business Planning Department, Sumitomo Mitsui Trust Bank, Limited

Inquiries about exercising voting rights: 0120-652-031 (9:00 a.m.–9:00 p.m., toll-free)

Other inquiries: 0120-782-031 (9:00 a.m.–5:00 p.m. Mon.–Fri., toll free)

Reference Documents for the General Meeting of Shareholders
Propositions to be Voted on and Reference Matters Relating thereto
Proposition No. 1: Distribution of Retained Earnings as Cash Dividends

Our shareholder return policy in the Medium-Term Management Plan 2026 and thereafter is as follows:

- Pay dividends and repurchase our shares in a flexible and agile manner with a total payout ratio of 40% or higher; and
- Further improve dividend stability and increase dividends in line with profit growth through progressive dividend payments (*1)

In light of the fact that the profit attributable to owners of the parent in FY2025 (*2) was 600.3 billion yen, and as per the policy stated above, it is proposed that the year-end dividend be distributed as follows in accordance with the aforementioned shareholder return policy. We will continue to endeavor to enhance shareholder returns and increase shareholder value by striving for sustainable profit growth and strengthening of our earnings base.

(1) Type of dividend assets

Cash

(2) Matters related to the allotment of dividend assets to shareholders and total amount thereof

80 yen per common share of the Company

Total amount: 95,412,839,920 yen

Annual dividends for the fiscal 2025 will be 150 yen per share, which is the sum of the amount of the interim dividend (70 yen per share) and the amount of the said year-end dividend (80 yen per share).

(3) Effective date of distribution of the dividend

June 22, 2026

(*1) Based on the above our shareholder return policy, we repurchased and canceled (and will repurchase and cancel) shares as a shareholder return specified as per our shareholders return policy. For details, please see “1. Course of Operating Results (2) ③ Shareholder Return of the Company in our Business Report for 158th Ordinary General Meeting of Shareholders”

(*2) Profit attributable to owners of the parent refers to profit attributable to the shareholders of Sumitomo Corporation.


Proposition No. 2: Election of Ten Directors (excluding Directors who are Audit & Supervisory Committee Members)

The term of all of the ten incumbent Directors will expire as of the close of the Meeting. Accordingly, this proposition calls for the election of ten Directors (excluding Directors who are Audit & Supervisory Committee Members). The candidates are set forth on pages 6 to 18.

Each candidate was decided by the Board of Directors after deliberation at the Nomination and Remuneration Advisory Committee (chaired by Outside Director), a majority of whose members are Outside Directors. Five of the ten candidates are candidates for the position of Outside Director as provided for in Article 2, Paragraph 3, Item 7 of the Ordinance for Enforcement of the Companies Act. All five candidates satisfy the Standards for Appointment and Independence of Outside Directors set by the Company. (Please refer to pages 34 to 35 regarding the standards for appointment of Directors [including the Standards for Appointment and Independence of Outside Directors].)

Opinion of the Audit & Supervisory Committee

After verifying the status of deliberation of the election of Directors (excluding Directors who are Audit & Supervisory Committee Members) and other matters by the Nomination and Remuneration Advisory Committee and the Board of Directors and examining them in light of the Sumitomo Corporation Corporate Governance Principles, etc., the Audit & Supervisory Committee has concluded that there are no matters in particular that should be stated at the General Meeting of Shareholders in accordance with the provisions of the Companies Act.

Candidate No. 1	Masayuki Hyodo (Born June 26, 1959)	Re-election
	Shares owned in the Company	253,900
	Term as a Director	8 years (as of the close of this General Meeting of Shareholders) (*)
	Attendance at Meetings of the Board of Directors in fiscal 2025	16 of 16 meetings (100%)
	Attendance at Meetings of the Nomination and Remuneration Advisory Committee in fiscal 2025	8 of 8 meetings (100%)

(*) Apart from the above, Mr. Masayuki Hyodo served a one-year term as Director from June 2016 to June 2017.

•Work History, Positions and Responsibilities


April 1984	Joined the Company
June 2016	Representative Director, Managing Executive Officer
April 2017	Representative Director, Senior Managing Executive Officer
June 2017	Senior Managing Executive Officer
April 2018	President and Chief Executive Officer
June 2018	Representative Director, President and Chief Executive Officer
April 2024	Director, Chairman of the Board of Directors (present position)

•Significant position concurrently held

Outside Director, Mitsui O.S.K. Lines, Ltd.
Outside Director, SONY GROUP CORPORATION

•Reasons for proposing Mr. Masayuki Hyodo as a candidate for Director

Since he joined the Company, Mr. Hyodo has worked primarily in electric power infrastructure-related businesses in Japan and overseas, serving as President and CEO, PT. Sumitomo Indonesia, General Manager, Corporate Planning & Coordination Dept., and General Manager, Environment & Infrastructure Business Unit, among other roles. From 2018 to March 2024, he served as President and Chief Executive Officer and since 2024 has been serving as Chairman of the Board of Directors. Through these roles Mr. Hyodo has accumulated expert knowledge and a wealth of experience, including management experience, and he is also honest in character, as well as highly insightful and capable. Having judged that he will be able to perform his duties properly as Director of the Company, we propose him as a candidate for re-election to that position.

Candidate No. 2	Toshikazu Nambu (Born January 21, 1959)	Re-election
	Shares owned in the Company	85,600
	Term as a Director	2 years (as of the close of this General Meeting of Shareholders) (*)
	Attendance at Meetings of the Board of Directors in fiscal 2025	16 of 16 meetings (100%)

(*) Apart from the above, Mr. Toshikazu Nambu served a four-year term as Director from June 2019 to June 2023.

●Work History, Positions and Responsibilities


April 1982	Joined the Company
June 2019	Representative Director, Senior Managing Executive Officer, General Manager, Media & Digital Business Unit, Chief Digital Officer
April 2020	Representative Director, Executive Vice President, General Manager, Media & Digital Business Unit, Chief Digital Officer
April 2022	Representative Director, Executive Vice President & Chief Digital Officer (Media & Digital Business Unit and Living Related & Real Estate Business Unit)
April 2023	Representative Director, Assistant to President and CEO (Adviser of Chief Digital Officer)
June 2023	Adviser, (Adviser of Chief Digital Officer)
April 2024	Vice Chairman
June 2024	Director, Vice Chairman (present position)

●Significant position concurrently held

Outside Director, DAIWA HOUSE INDUSTRY CO., LTD.
Outside Director, FPT Corporation

●Reasons for proposing Mr. Toshikazu Nambu as a candidate for Director

Since he joined the Company, Mr. Nambu has worked primarily in metal-related businesses in Japan and overseas, serving as General Manager, Tubular Business Division, Director and President of Sumitomo Corporation of Americas, General Manager, Media & Digital Business Unit, Chief Digital Officer and Representative Director, Executive Vice President & Chief Digital Officer (Media & Digital Business Unit and Living Related & Real Estate Business Unit). Since 2024 he has been serving as Vice Chairman. Through these roles Mr. Nambu has accumulated expert knowledge and a wealth of experience, including management experience, and he is also honest in character, as well as highly insightful and capable. Having judged that he will be able to perform his duties properly as Director of the Company, we propose him as a candidate for re-election to that position.


Candidate No. 3	Shingo Ueno (Born November 21, 1959)	Re-election
	Shares owned in the Company	113,800
	Term as a Director	3 years (as of the close of this General Meeting of Shareholders)
	Attendance at Meetings of the Board of Directors in fiscal 2025	16 of 16 meetings (100%)
	Attendance at Meetings of the Nomination and Remuneration Advisory Committee in fiscal 2025	8 of 8 meetings (100%)

•Work History, Positions and Responsibilities

April 1982	Joined the Company
April 2013	Executive Officer
April 2016	Managing Executive Officer
April 2018	Senior Managing Executive Officer
April 2021	Executive Vice President
June 2023	Representative Director and Executive Vice President (Metal Products Business Unit, Mineral Resources, Energy, Chemical & Electronics Business Unit and Energy Innovation Initiative)
April 2024	Representative Director, President and Chief Executive Officer (present position)

•Reasons for proposing Mr. Shingo Ueno as a candidate for Director

Since he joined the Company, Mr. Ueno has worked primarily in metal-related businesses in Japan and overseas, serving as Director and President of Sumitomo Corporation of Americas, General Manager, Mineral Resources, Energy, Chemical & Electronics Business Unit and Representative Director and Executive Vice President (Metal Products Business Unit, Mineral Resources, Energy, Chemical & Electronics Business Unit and Energy Innovation Initiative), among other roles. Since 2024, he has been serving as Representative Director, President and Chief Executive Officer. Through these roles Mr. Ueno has accumulated expert knowledge and a wealth of experience, including management experience, and he is also honest in character, as well as highly insightful and capable. Having judged that he will be able to perform his duties properly as Director of the Company, we propose him as a candidate for re-election to that position.


Candidate No. 4	Reiji Morooka (Born April 25, 1961)	Re-election
	Shares owned in the Company	77,500
	Term as a Director	4 years (as of the close of this General Meeting of Shareholders)
	Attendance at Meetings of the Board of Directors in fiscal 2025	16 of 16 meetings (100%)

•Work History, Positions and Responsibilities

April 1984	Joined the Company
April 2016	Executive Officer
April 2020	Managing Executive Officer
April 2022	Senior Managing Executive Officer
June 2022	Representative Director, Senior Managing Executive Officer
April 2025	Representative Director, Executive Vice President, Chief Financial Officer (present position)

•Reasons for proposing Mr. Reiji Morooka as a candidate for Director

Since he joined the Company, Mr. Morooka has worked primarily in accounting-related operations in Japan and overseas, serving as General Manager, Treasury & Accounting Group in Sumitomo Corporation of America, General Manager, Planning & Coordination Dept., Transportation & Construction Systems Business Unit, General Manager, Accounting Controlling Dept., Assistant CFO, Accounting, Representative Director, Senior Managing Executive Officer, Sumitomo Mitsui Finance and Leasing Company, Limited, which is the Company's associated company and Representative Director, Senior Managing Executive Officer (Chief Financial Officer) of the Company, among other roles. He currently serves as Representative Director, Executive Vice President, (Chief Financial Officer). Through these roles Mr. Morooka has accumulated expert knowledge and a wealth of experience, including management experience, and he is also honest in character, as well as highly insightful and capable. Having judged that he will be able to perform his duties properly as Director of the Company, we propose him as a candidate for re-election to that position.


Candidate No. 5	Yasuhiro Yoshida (Born November 15, 1965)	New-election
	Shares owned in the Company	18,200

•Work History, Positions and Responsibilities

April 1989	Joined the Company
May 2018	General Manager, General Accounting Dept. Corporate Officer, General Manager, General Accounting Dept.
April 2021	Executive Officer, Assistant CFO, Accounting, General Manager, Accounting Controlling Dept.
June 2022	Executive Officer, Assistant CFO, Accounting
April 2024	Managing Executive Officer, Deputy Head of Human Resources, General Affairs & Legal Group
April 2025	Managing Executive Officer, Chief Administration Officer and Chief Compliance Officer
April 2026	Senior Managing Executive Officer, Chief Administration Officer and Chief Compliance Officer (present position)

•Reasons for proposing Mr. Yasuhiro Yoshida as a candidate for Director

Since he joined the Company, Mr. Yoshida has worked primarily in accounting-related operations in Japan and overseas, serving as General Manager of the General Accounting Department and General Manager of the Accounting Controlling Department. He currently serves as Senior Managing Executive Officer, Chief Administration Officer and Chief Compliance Officer. Through these roles, Mr. Yoshida has accumulated expert knowledge and a wealth of experience, including management experience, and he is also honest in character, as well as highly insightful and capable. Having judged that he will be able to perform his duties properly as Director of the Company, we propose him as a candidate for election to that position.

Candidate No. 6	Takashi Mitachi (Born January 21, 1957)	Re-election
		Outside
		Independent Director
	Shares owned in the Company	0
	Term as an Outside Director	4 years (as of the close of this General Meeting of Shareholders)
	Attendance at Meetings of the Board of Directors in fiscal 2025	16 of 16 meetings (100%)
	Attendance at Meetings of the Nomination and Remuneration Advisory Committee in fiscal 2025	8 of 8 meetings (100%)

●Work History, Positions and Responsibilities

April 1979	Joined Japan Airlines Co., Ltd.
October 1993	Joined Boston Consulting Group
January 1999	Vice President & Partner, Boston Consulting Group
January 2005	Japan Co-chair, Boston Consulting Group
May 2005	Managing Director & Senior Partner, Boston Consulting Group
March 2011	Director, Japan Association for the World Food Programme (retired in August 2018)
April 2013	Vice Chairman, KEIZAI DOYUKAI (Japan Association of Corporate Executives) (retired in April 2017)
March 2016	Outside Director, Rakuten, Inc. (currently Rakuten Group, Inc.) (present position)
June 2016	Outside Director, Lotte Holdings Co., Ltd. (present position)
March 2017	Outside Director, DMG MORI CO., LTD. (present position)
	Outside Director, FiNC Co., Ltd. (currently FiNC Technologies Inc.) (retired in March 2020)
	Outside Director, Audit and Supervisory Committee Member, UNICHARM CORPORATION (retired in March 2021)
June 2017	Outside Director, Tokio Marine Holdings, Inc. (present position) (*)
October 2017	Senior Advisor, Boston Consulting Group (retired in December 2021)
April 2020	Professor, Graduate School of Management, Kyoto University
June 2022	Outside Director, Sumitomo Corporation (present position)
April 2025	Adjunct Professor, Graduate School of Management, Kyoto University (present position)

(*) Mr. Mitachi plans to retire as an Outside Director of Tokio Marine Holdings, Inc. as of the close of its ordinary general meetings of shareholders scheduled on June 2026.

●Significant positions concurrently held

Outside Director, Rakuten Group, Inc.
 Outside Director, DMG MORI CO., LTD.
 Outside Director, Tokio Marine Holdings, Inc.

●Reasons for proposing Mr. Takashi Mitachi as a candidate for Outside Director and summary of expected roles

Mr. Mitachi served in several key positions for many years at a major US consulting firm. Through these and other roles, Mr. Mitachi has accumulated wide-ranging knowledge and a wealth of experience in business management and enterprise risk management, etc.; he is also honest in character, as well as highly insightful and capable. Mr. Mitachi will contribute to the Company's aims of ensuring appropriate decision-making from diverse perspectives in board meetings and further enhancing supervisory functions, and is thus judged to be qualified for the role of Outside Director of the Company and to be able to perform his duties properly in that position. For these reasons, we propose him as a candidate for re-election to the position of Outside Director. Mr. Mitachi is expected to draw on his experience and knowledge to fulfill the role of ensuring appropriate decision-making by the Board of Directors and further enhancing management supervisory functions. In addition, as a chair of the Nomination and Remuneration Advisory Committee (scheduled to be appointed if this

Proposition is approved), Mr. Mitachi is also expected to contribute to further enhancing the independence, objectivity and transparency of the nomination and remuneration process for Director and executive management.

●Items warranting special mention related to candidacy for Outside Director’s position


Mr. Mitachi served as Director of Japan Association for the World Food Programme until August 2018. There are no existing business relationships between the Company and Japan Association for the World Food Programme.

The Company pays outsourcing fees to Boston Consulting Group, in which Mr. Mitachi engaged in the execution of operational duties as Managing Director & Senior Partner until September 2017. However, the amount is negligible – less than 0.01% of the Boston Consulting Group’s worldwide net sales. It has therefore been judged that these situations exert no impact on the independence of Mr. Mitachi with respect to the Company.

The Company pays membership fees, etc. to KEIZAI DOYUKAI (Japan Association of Corporate Executives), in which Mr. Mitachi served as Vice Chairman until April 2017. However, the amount is negligible – less than 1% of the association’s total ordinary revenue. It has therefore been judged that this situation exerts no impact on the independence of Mr. Mitachi with respect to the Company.

Mr. Mitachi was appointed as Outside Director at Tokio Marine Holdings, Inc. in June 2017 and currently serves in this position. Tokio Marine Holdings, Inc.’s subsidiary Tokio Marine & Nichido Fire Insurance Co., Ltd. received administrative actions regarding price-fixing of corporate insurance premiums from the Financial Services Agency on December 2023 and from the Japan Fair Trade Commission on October 2024. Tokio Marine & Nichido Fire Insurance received an administrative action regarding the leakage of information from the Financial Services Agency on March 2025.

Until this matter came to light, Mr. Mitachi was unaware of it, and had been pointing out issues and providing advice from the perspectives of strengthening group governance, legal compliance, and the like on a regular basis at meetings of the Board of Directors and other bodies. Since the matter was discovered, he has been focusing on preventing recurrence through such means as calling for a thorough investigation and analysis of the root causes and assisting in the creation of a business improvement plan by pointing out issues and providing advice from the perspectives of group business management and legal compliance, and calling for thorough execution of the business improvement plan after it was submitted to the Financial Services Agency.

Candidate No. 7	Takahisa Takahara (Born July 12, 1961)	Re-election
		Outside
		Independent Director
	Shares owned in the Company	0
	Term as an Outside Director	3 years (as of the close of this General Meeting of Shareholders)
	Attendance at Meetings of the Board of Directors in fiscal 2025	16 of 16 meetings (100%)
	Attendance at Meetings of the Nomination and Remuneration Advisory Committee in fiscal 2025	8 of 8 meetings (100%)

●Work History, Positions and Responsibilities

April 1986	Joined The Sanwa Bank, Ltd. (currently MUFG Bank, Ltd.)
April 1991	Joined UNICHARM CORPORATION
June 1995	Director, UNICHARM CORPORATION
June 1997	Senior Director, UNICHARM CORPORATION
June 2001	Representative Director, President, UNICHARM CORPORATION
June 2004	Representative Director, President & CEO, UNICHARM CORPORATION (present position)
June 2015	Outside Director, Calbee, Inc. (retired in June 2023)
June 2021	Outside Director, Nomura Holdings, Inc. (present position)
June 2023	Outside Director, Sumitomo Corporation (present position)

●Significant positions concurrently held

Representative Director, President & CEO, UNICHARM CORPORATION
 Outside Director, Nomura Holdings, Inc.

●Reasons for proposing Mr. Takahisa Takahara as a candidate for Outside Director and summary of expected roles


Mr. Takahara has held several key positions for many years at a major consumer goods manufacturer, serving as Director, Senior Director, and President & CEO. Through these and other roles, Mr. Takahara has accumulated wide-ranging knowledge and a wealth of experience in corporate management; he is also honest in character, as well as highly insightful and capable. Mr. Takahara will contribute to the Company's aims of ensuring appropriate decision-making from diverse perspectives in board meetings and further enhancing supervisory functions, and is thus judged to be qualified for the role of Outside Director of the Company and to be able to perform his duties properly in that position. For these reasons, we propose him as a candidate for re-election to the position of Outside Director. Mr. Takahara is expected to draw on his experience and knowledge to fulfill the role of ensuring appropriate decision-making by the Board of Directors and enhancing management supervisory functions.

●Items warranting special mention related to candidacy for Outside Director's position

Mr. Takahara engages in the execution of operational duties as President & CEO of UNICHARM CORPORATION. The Company and UNICHARM CORPORATION jointly invest in The Hartz Mountain Corporation, and this investment is based on a shareholders' agreement between the two companies. However, the amount invested by the Company is negligible – less than 0.1% of its total consolidated assets and less than 0.4% of UNICHARM CORPORATION's total consolidated assets. It has therefore been judged that this situation exerts no impact on the independence of Mr. Takahara with respect to the Company.

Mr. Takahara was appointed as Outside Director at Nomura Holdings, Inc. in June 2021 and currently serves in this position. Before he was appointed to the position, that company's subsidiary Nomura Securities Co., Ltd. committed a violation of laws and regulations regarding trading of JGB futures and received administrative actions from the Financial Services Agency on October 2024. Since his appointment as Outside Director, Mr. Takahara has fulfilled his responsibilities through such means as pointing out issues and providing advice from the

perspectives of strengthening group governance and legal compliance at meetings of Nomura Holdings' Board of Directors and other bodies, and monitoring the progress of measures to prevent recurrence at Nomura Securities.

Candidate No. 8	Haruyasu Asakura (Born April 16, 1961)		Re-election
			Outside
			Independent Director
	Shares owned in the Company	0	
	Term as an Outside Director	2 years (as of the close of this General Meeting of Shareholders)	
	Attendance at Meetings of the Board of Directors in fiscal 2025	16 of 16 meetings (100%)	

●Work History, Positions and Responsibilities

April 1984	Joined Mitsubishi Corporation
July 2009	Senior Managing Director (COO), Innovation Network Corporation of Japan (currently Japan Investment Corporation) (retired in June 2015)
March 2012	Outside Director, Japan Display Inc. (retired in June 2014)
October 2013	Outside Director, Renesas Electronics Corporation (retired in June 2015)
March 2016	Representative Director, President (CEO and CIO), Marunouchi Capital Inc.
December 2022	Senior Advisor, Marunouchi Capital Inc. (retired in December 2023)
June 2023	Outside Director/Audit and Supervisory Committee Member, SAKAI HEAVY INDUSTRIES, LTD. (present position)
June 2024	Outside Director, Sumitomo Corporation (present position)

●Significant positions concurrently held


Outside Director/Audit and Supervisory Committee Member, SAKAI HEAVY INDUSTRIES, LTD.

●Reasons for proposing Mr. Haruyasu Asakura as a candidate for Outside Director and summary of expected roles

Mr. Asakura has held several key positions for many years at private equity fund investment companies and served in executive and outside director positions for multiple companies. Through these and other roles, Mr. Asakura has accumulated wide-ranging knowledge and a wealth of experience in M&A and corporate management, etc.; he is also honest in character, as well as highly insightful and capable. Mr. Asakura will contribute to the Company's aims of ensuring appropriate decision-making from diverse perspectives in board meetings and further enhancing supervisory functions, and is thus judged to be qualified for the role of Outside Director of the Company and to be able to perform his duties properly in that position. For these reasons, we propose him as a candidate for re-election to the position of Outside Director. Mr. Asakura is expected to draw on his experience and knowledge to fulfill the role of ensuring appropriate decision-making by the Board of Directors and further enhancing management supervisory functions. In addition, as a member of the Nomination and Remuneration Advisory Committee (scheduled to be appointed if this Proposition is approved), Mr. Asakura is also expected to contribute to further enhancing the independence, objectivity and transparency of the nomination and remuneration process for Director and executive management.

●Items warranting special mention related to candidacy for Outside Director's position

Mr. Asakura engaged in the execution of operational duties as President (CEO and CIO) of Marunouchi Capital Inc. until November 2022. There are no existing business relationships between the Company and Marunouchi Capital Inc..

Candidate No. 9	Nana Otsuki (Born September 17, 1964)		Re-election
			Outside
			Independent Director
	Shares owned in the Company	0	
	Term as an Outside Director	2 years (as of the close of this General Meeting of Shareholders)	
	Attendance at Meetings of the Board of Directors in fiscal 2025	16 of 16 meetings (100%)	

●Work History, Positions and Responsibilities

April 1988	Joined Mitsui Trust and Banking Company, Limited (currently Sumitomo Mitsui Trust Bank, Limited)
June 2011	Managing Director, Merrill Lynch Japan Securities Co., Ltd. (currently BofA Securities Japan Co., Ltd.) (retired in December 2015)
January 2016	Executive Officer and Chief Analyst, Monex, Inc.
June 2017	Outside Director, Credit Saison Co., Ltd. (retired in June 2024)
April 2018	Professor, Graduate School of Division of Business Administration, Nagoya University of Commerce & Business (present position)
June 2018	Outside Audit & Supervisory Board Member, Tokio Marine Holdings, Inc. (present position)
April 2021	Expert Director and Chief Analyst, Monex, Inc. (retired in August 2022)
June 2021	Outside Director, Mochida Pharmaceutical Co., Ltd. (retired in June 2024)
September 2022	Senior Fellow, Pictet Asset Management (Japan) Ltd. (present position)
June 2024	Outside Director, Sumitomo Corporation (present position)

●Significant positions concurrently held

Outside Audit & Supervisory Board Member, Tokio Marine Holdings, Inc.
Senior Fellow, Pictet Asset Management (Japan) Ltd.

●Reasons for proposing Ms. Nana Otsuki as a candidate for Outside Director and summary of expected roles


Ms. Otsuki has held several key positions for many years at companies, including leading securities firms and has served as a university professor and as an outside director of listed companies. Through these and other roles, Ms. Otsuki has accumulated wide-ranging knowledge and a wealth of experience in market analysis and corporate governance, etc.; she is also honest in character, as well as highly insightful and capable. Ms. Otsuki will contribute to the Company's aims of ensuring appropriate decision-making from diverse perspectives in board meetings and further enhancing supervisory functions, and is thus judged to be qualified for the role of Outside Director of the Company and to be able to perform her duties properly in that position. For these reasons, we propose her as a candidate for re-election to the position of Outside Director. Ms. Otsuki is expected to draw on her experience and knowledge to fulfill the role of ensuring appropriate decision-making by the Board of Directors and further enhancing management supervisory functions. In addition, as a member of the Nomination and Remuneration Advisory Committee (scheduled to be appointed if this Proposition is approved), Ms. Otsuki is also expected to contribute to further enhancing the independence, objectivity and transparency of the nomination and remuneration process for Director and executive management.

●Items warranting special mention related to candidacy for Outside Director's position

Ms. Otsuki engaged in the execution of operational duties as Executive Officer and Chief Analyst of Monex, Inc. until August 2022. There are no existing business relationships between the Company and Monex, Inc.. Ms. Otsuki was appointed as Outside Audit & Supervisory Board Member at Tokio Marine Holdings, Inc. in June 2018 and currently serves in this position. Tokio Marine Holdings, Inc.'s subsidiary Tokio Marine & Nichido Fire Insurance Co., Ltd. received administrative actions regarding price-fixing of corporate insurance premiums from the Financial Services Agency on December 2023 and from the Japan Fair Trade Commission on October 2024. Tokio Marine & Nichido Fire Insurance received an administrative action

regarding the leakage of information from the Financial Services Agency on March 2025.

Until this matter came to light, Ms. Otsuki was unaware of it, and had been pointing out issues and providing advice from the perspectives of strengthening group governance, legal compliance, and the like on a regular basis at meetings of the Board of Directors and other bodies. Since the matter was discovered, she has been focusing on preventing recurrence through such means as calling for a thorough investigation and analysis of the root causes and assisting in the creation of a business improvement plan by pointing out issues and providing advice from the perspectives of group business management and legal compliance, and calling for thorough execution of the business improvement plan after it was submitted to the Financial Services Agency.

Candidate No. 10	Yasuko Gotoh (Born February 19, 1958)	New-election
		Outside
		Independent Director
	Shares owned in the Company	0

●Work History, Positions and Responsibilities

April 1980	Joined the Ministry of Transport (currently Ministry of Land, Infrastructure, Transport and Tourism)
June 2004	Director, New York Tourism Promotion Office, Japan National Tourism Organization
October 2005	Vice Governor, Yamagata Prefecture
July 2008	Director-General, Hokuriku-Shin'etsu District Transport Bureau, Ministry of Land, Infrastructure, Transport and Tourism
August 2010	Deputy Director-General, Minister's Secretariat, Ministry of Land, Infrastructure, Transport and Tourism
July 2013	President, Policy Research Institute for Land, Infrastructure, Transport and Tourism, Ministry of Land, Infrastructure, Transport and Tourism (retired in July 2014)
October 2014	Advisor, Kyushu Railway Company
June 2015	Managing Director, Deputy Director General, Railway Operations Headquarters and Director General, Travel Services Headquarters, Kyushu Railway Company
June 2017	Managing Director (In charge of Finance Department), Kyushu Railway Company
June 2018	Director, Audit and Supervisory Committee Member, Kyushu Railway Company
March 2019	Outside Audit & Supervisory Board Member, Shiseido Company, Limited
June 2019	Special Advisor, Kyushu Railway Company (retired in June 2020) Outside Audit & Supervisory Board Member, DENSO CORPORATION (present position)
June 2023	Outside Audit & Supervisory Board Member, Mitsui Chemicals, Inc. (present position)
October 2023	Audit and Inspection Commissioner, Tokyo Metropolitan Government (present position)
March 2024	Outside Director, Shiseido Company, Limited (present position)

●Significant positions concurrently held

Outside Director, Shiseido Company, Limited
 Outside Audit & Supervisory Board Member, DENSO CORPORATION
 Outside Audit & Supervisory Board Member, Mitsui Chemicals, Inc.

●Reasons for proposing Ms. Yasuko Gotoh as a candidate for Outside Director and summary of expected roles

Ms. Gotoh has held several key positions for many years at the Ministry of Transport (currently Ministry of Land, Infrastructure, Transport and Tourism) including overseas assignments, and after retiring from government service, has served as a director and outside officer of listed companies. Through these and other roles, Ms. Gotoh has accumulated wide-ranging knowledge and a wealth of experience in business management and governance, etc.; she is also honest in character, as well as highly insightful and capable. Ms. Gotoh will contribute to the Company's aims of ensuring appropriate decision-making from diverse perspectives in board meetings and further enhancing supervisory functions, and is thus judged to be qualified for the role of Outside Director of the Company and to be able to perform her duties properly in that position. For these reasons, we propose her as a candidate for re-election to the position of Outside Director. Ms. Gotoh is expected to draw on her experience and knowledge to fulfill the role of ensuring appropriate decision-making by the Board of Directors and enhancing management supervisory functions.

●Items warranting special mention related to candidacy for Outside Director's position

The Company has business transactions with Kyushu Railway Company, in which Ms. Gotoh engaged in the execution of operational duties until June 2018. However, the transaction amount between the Company and Kyushu Railway Company is negligible – less than 0.01% of Kyushu Railway Company's total consolidated operating revenues and the Company's total consolidated revenues respectively. It has therefore been judged that this situation exerts no impact on the independence of Ms. Gotoh with respect to the Company.

(Notes)


1. **Special Interest between Candidates and the Company**
None of the above candidates have any particular interest in the Company.
2. **Independent Directors**
Mr. Takashi Mitachi, Mr. Takahisa Takahara, Mr. Haruyasu Asakura, Ms. Nana Otsuki and Ms. Yasuko Gotoh fulfill the standards related to independence set by the financial instruments exchange that the Company is listed on. The Company has designated each of them as independent directors under the provisions of the exchange.
3. **Conclusion of Limitation of Liability Contracts**
Pursuant to Article 427, Paragraph 1 of the Companies Act, the Company has concluded a limitation of liability contract with each of Mr. Masayuki Hyodo, Mr. Takashi Mitachi, Mr. Takahisa Takahara, Mr. Haruyasu Asakura and Ms. Nana Otsuki limiting the liability of each of them to the amount stipulated by law provided each of them has acted in good faith and without gross negligence. If their elections are approved, the Company will continue said limitation of liability contract with each of them, and will conclude a limitation of liability contract on the same terms and conditions with Ms. Yasuko Gotoh.
4. **Summary of Directors and Officers Liability Insurance Contract**
The Company concludes directors and officers liability insurance contract pursuant to Article 430.3, Paragraph 1 of the Companies Act with an insurance company to provide liability insurance to all Directors. Except in cases corresponding to the grounds for exemption stipulated in the contract, Directors are insured against damages, etc. arising from the bearing of liability regarding the execution of their duties or from claims received related to the pursuit of the said liability. The contract's insurance premiums are borne by the Company in full, and if this Proposition is approved, each candidate shall be insured under the contract. The Company intends to update the contract with equivalent provisions for each candidate during his/her term of office.

Proposition No. 3: Election of One Director who is an Audit & Supervisory Committee Member

Of the Company's five incumbent Audit & Supervisory Committee Members, Mr. Kazunari Sakata will resign from his position as of the close of the Meeting. Accordingly, this proposition calls for the election of one Director who is Audit & Supervisory Committee Member. The candidate is as follows.

The candidate was decided by the Board of Directors after deliberation at the Nomination and Remuneration Advisory Committee (chaired by Outside Director), a majority of whose members are Outside Directors.

In addition, the Audit & Supervisory Committee has given its consent with regard to the submission of this proposition.

Candidate	Mitsuhiro Takeda (Born April 8, 1962)		New-election
	Shares owned in the Company	60,800	

•Work History, Positions and Responsibilities

April 1986	Joined the Company
April 2015	Corporate Officer, General Manager, Planning & Administration Dept., Environment & Infrastructure Business Unit, Planning & Coordination Dept., Environment & Infrastructure Business Unit
April 2018	Executive Officer, Assistant General Manager for the Americas, Executive Vice President and Deputy CFO of Sumitomo Corporation of Americas Group, Executive Vice President and Deputy CFO of Sumitomo Corporation of Americas
April 2019	Executive Officer, Assistant General Manager for the Americas, Executive Vice President and CFO of Sumitomo Corporation of Americas Group, Executive Vice President and CFO of Sumitomo Corporation of Americas
April 2021	Managing Executive Officer, Assistant to General Manager, Media & Digital Business Unit Director, Executive Vice President, Jupiter Telecommunications Co., Ltd. (currently JCOM Co., Ltd.)
April 2023	Senior Managing Executive Officer, Assistant to General Manager, Media & Digital Business Unit Director, Executive Vice President, JCOM Co., Ltd.
April 2024	Senior Managing Executive Officer, Head of Risk Management
April 2026	Adviser (present position)

•Reasons for proposing Mr. Mitsuhiro Takeda as a candidate for Director who is Audit & Supervisory Committee Member

Since he joined the Company, Mr. Takeda has worked primarily in operations related to risk management in Japan and overseas, serving as General Manager, Planning & Administration Dept., Environment & Infrastructure Business Unit of the Company, Executive Vice President and CFO of Sumitomo Corporation of Americas, and Director, Executive Vice President and Executive Officer of JCOM Co., Ltd., which is an associated company of the Company. Through these and other posts, he has a wealth of knowledge and experience related to risk management as well as management and all aspects of business administration and is also honest in character, as well as highly insightful and capable. Having judged that he will be able to perform his duties properly as Director who is Audit & Supervisory Committee Member of the Company, we propose him as a candidate for election to that position.

(Notes)

1. Special Interest between Candidate and the Company
Mr. Mitsuhiro Takeda has no particular interest in the Company.
2. Conclusion of Limitation of Liability Contract
If this Proposition is approved as proposed, pursuant to Article 427, Paragraph 1 of the Companies Act, the Company intends to conclude a limitation of liability contract with him, limiting his liability to the amount stipulated by law, provided that he has acted in good faith and without gross negligence.
3. Summary of Directors and Officers Liability Insurance Contract
The Company concludes directors and officers liability insurance contract pursuant to Article 430.3, Paragraph 1 of the Companies Act with an insurance company to provide liability insurance to all Directors. Except in cases corresponding to the grounds for exemption stipulated in the contract, the Directors are insured against damages, etc. arising from the bearing of liability regarding the execution of their duties or from claims received related to the pursuit of the said liability. The contract's insurance premiums are borne by the Company in full, and if his election is approved, Mr. Mitsuhiro Takeda shall be insured under the contract. The Company intends to update the contract with equivalent provisions for the candidate during his term of office.

(Reference) Composition of the Directors

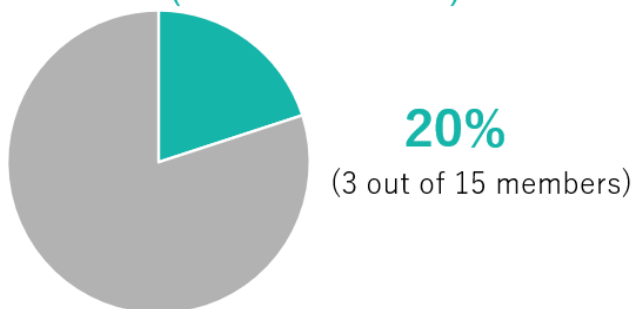
	Candidate No.	Name		Present Positions	Term Of Director	Nomination and Remuneration Advisory Committee *4	
Directors	1	Re-election	Masayuki Hyodo	Director, Chairman of the Board of Directors	8 years*2	○	
	2	Re-election	Toshikazu Nambu	Director, Vice Chairman	2 years *3	-	
	3*1	Re-election	Shingo Ueno	Representative Director, President and Chief Executive Officer	3 years	○	
	4*1	Re-election	Reiji Morooka	Representative Director, Executive Vice President, Chief Financial Officer	4 years	-	
	5*1	New-election	Yasuhiro Yoshida	Senior Managing Executive Officer, Chief Administration Officer and Chief Compliance Officer	-	-	
	6	Re-election	Takashi Mitachi	Outside Independent Director	Outside Director	4 years	◎
	7	Re-election	Takahisa Takahara	Outside Independent Director	Outside Director	3 years	-
	8	Re-election	Haruyasu Asakura	Outside Independent Director	Outside Director	2 years	○
	9*5	Re-election	Nana Otsuki	Outside Independent Director	Outside Director	2 years	○
	10		Yasuko Gotoh	Outside Independent Director	-	-	-
Directors who are Audit & Supervisory Committee Members	Incumbent	Daisuke Mikogami		Director, Full-Time Audit & Supervisory Committee Member, Chairperson of the Audit & Supervisory Committee	3 years*7	-	
	New-election	Mitsuhiro Takeda		Adviser	-	-	
	Incumbent	Yukiko Nagashima	Outside Independent Director	Outside Director, Audit & Supervisory Committee Member	5 years*7	-	
	Incumbent	Nobuo Inada	Outside Independent Director	Outside Director, Audit & Supervisory Committee Member	2 years*7	-	
	Incumbent	Taisei Kunii	Outside Independent Director	Outside Director, Audit & Supervisory Committee Member	2 years*7	-	

(Notes)

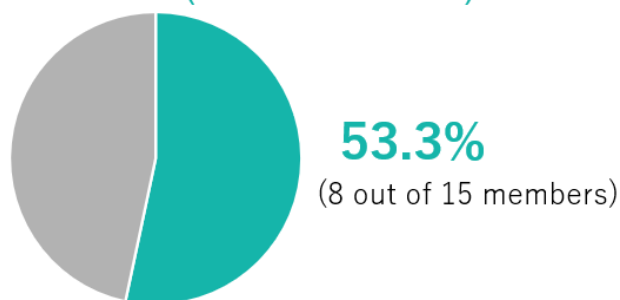
- *1 Each candidate denoted by an asterisk is scheduled to be appointed as Representative Director at the Board of Directors meeting which will be held after this Ordinary General Meeting of Shareholders if Proposition No.2 is approved as proposed.
- *2 Apart from the above, Mr. Masayuki Hyodo, served one-year term as Director from June 2016 to June 2017.
- *3 Apart from the above, Mr. Toshikazu Nambu, served a four-years term as Director from June 2019 to June 2023.
- *4 The members of the Nomination and Remuneration Advisory Committee are those scheduled to be appointed as members if Proposition No.2 is approved as proposed. (○ denotes Member; ◎ denotes Chair.)
The composition of the committee will be five members including three Outside Directors.

5. *⁵ If Proposition No. 2 is approved as proposed, Ms. Otsuki will assume the position of Director who is not a member of the Audit & Supervisory Committee. However, if the number of Directors who are members of the Audit & Supervisory Committee as stipulated by law becomes insufficient, she will resign from her position as Director who is not a member of the Audit & Supervisory Committee and assume the position of Director who is a member of the Audit & Supervisory Committee.
6. *⁶ Mr. Mitsuhiro Takeda is scheduled to be appointed as Full-Time Audit & Supervisory Committee Member at the Audit & Supervisory Committee meeting which will be held after this Ordinary General Meeting of Shareholders if Proposition No.3 is approved as proposed.
7. *⁷ Including the period during which the individual served as an Audit & Supervisory Board Member prior to the corporate governance structure change on June 20, 2025.

Ratio of Female Directors
(Board of Directors)



Ratio of Outside Directors
(Board of Directors)



(Reference) Overview of Sumitomo Corporation (the “Company”)’s Initiatives for Reinforcing Corporate Governance

1. Corporate Governance Principles

We established the "Sumitomo Corporation Corporate Governance Principles" retaining "Sumitomo’s Business Philosophy" and “Management Principles” as the backbone of our corporate ethics. The Sumitomo Corporation Corporate Governance Principles were established based on our view that the essence of corporate governance is "improving management efficiency" and "maintaining sound management," as well as "ensuring management transparency" to secure the first two. Following the Sumitomo Corporation Corporate Governance Principles, we are always seeking to establish the most appropriate managerial system for the Company and are working to continuously improve our corporate governance to realize management that serves the interests of all stakeholders including shareholders.

2. Corporate Governance System and Characteristics

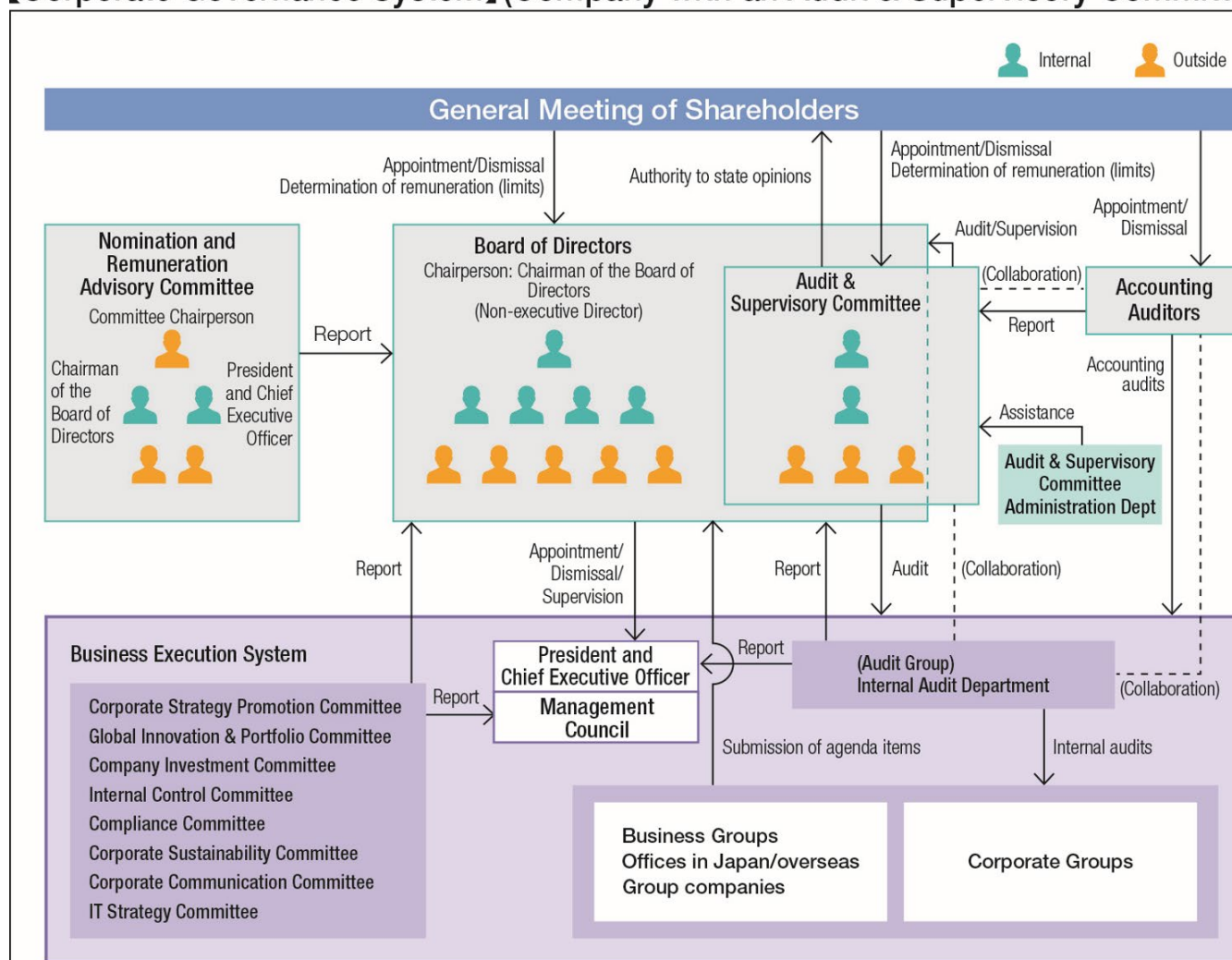
In order to accelerate the execution of the growth strategies set forth in the “Medium-Term Management Plan 2026,” which commenced in April 2024, we transitioned the corporate structure to a Company with an Audit and Supervisory Committee in June 2025 for the purpose of strengthening the effectiveness of the Board of Directors in ensuring timely and appropriate management execution, making decisions on important matters, and supervising the execution of management. Based on this framework, the Company has established an effective corporate governance structure through the mechanisms “enhancing management efficiency” and “maintaining management soundness”, the details of which are described as follows.

The basic matters of our corporate governance system are shown in the table below.

<p>The Board of Directors & Directors</p>	<ul style="list-style-type: none"> ● The Board of Directors is composed of an appropriate number of members to facilitate thorough debate and prompt and rational decision-making, and diversity is ensured in terms of attributes including experience, knowledge, expertise, and gender. ● Of the fifteen Directors elected, eight are Outside Directors with a wealth of experience and a high degree of specialized knowledge and expertise in different fields. This ensures appropriate decision-making in board meetings and further reinforces the oversight function through diverse perspectives. ● Each Outside Directors meets the independence standards set by the financial instruments exchange on which the Company is listed, and the independence standards set by the Company (please refer to pages 34 to 35). ● The term of Directors (who are not Audit & Supervisory Committee Members) is one year.
<p>The Audit & Supervisory Committee and Audit & Supervisory Committee Members</p>	<ul style="list-style-type: none"> ● The Audit & Supervisory Committee consists of five members. ● , including three Outside Audit & Supervisory Committee Members. ● More than half of Audit & Supervisory Committee Members are Outside Audit & Supervisory Committee Members with highly specialized knowledge and a wealth of experience in specific fields such as law, accounting, and business management. ● The term of Audit & Supervisory Committee Members is two years.
<p>Limits on the Terms of Office</p>	<ul style="list-style-type: none"> ● In principle, the Chairman of the Board of Directors and the President and Chief Executive Officer are each limited to terms of up to six years. These limitations on the tenure of top management help eliminate the risk of governance problems

	<p>occurring as a result of the top management not being changed over for a long period of time.</p> <ul style="list-style-type: none"> ● In principle, Outside Directors are limited to terms of up to six years.
Separation of Duties	In principle, both the Chairman of the Board of Directors and the President and Chief Executive Officer are appointed in order to ensure mutual supervision, and both positions cannot be held simultaneously by the same person.
Chairman of the Board of Directors	The Chairman of the Board of Directors convenes the Board of Directors and presides over them as chairperson. The Chairman of the Board of Directors supervises management but does not engage in routine execution of operations and has no representative authorities.
Nomination and Remuneration Advisory Committee	<ul style="list-style-type: none"> ● We have established the Nomination and Remuneration Advisory Committee (in which, of the five Members of the committee, three are Outside Directors, and which is chaired by an Outside Director). ● The Nomination and Remuneration Advisory Committee reviews the matters (including but not limited to the following matters) and submits the results thereof as recommendations to the Board of Directors: <ul style="list-style-type: none"> (1) policies and procedures regarding appointment and dismissal of the President and Chief Executive Officer, (2) policies and procedures regarding appointment and dismissal of the Chairman of the Board of Directors, (3) nomination criteria for Directors (including Directors who are Audit & Supervisory Committee Members), (4) appointment and dismissal of the President and Chief Executive Officer (including the nomination of a successor of the President and Chief Executive Officer), (5) nominations of candidates for Directors (who are not Audit & Supervisory Committee Members) (including determination of Representative Directors and Executive Directors), (6) nominations of candidates for Directors (who are Audit & Supervisory Committee Members), (7) appointment of Management Council members, (8) the structures/levels of remuneration and bonuses for Directors (who are not Audit & Supervisory Committee Members) and Executive Officers and the limit of remuneration for Directors (who are Audit & Supervisory Committee Members), and (9) the advisor system.

【Corporate Governance System】(Company with an Audit & Supervisory Committee)



3. Framework for "Improving Management Efficiency" and "Maintaining Sound Management"

(1) Improvement of Deliberation and Enhancement of Monitoring Function at the Board of Directors

The Board of Directors enhances its deliberations and strengthens its monitoring functions by the following initiatives:

- In principle, a majority of the directors shall be outside directors to ensure further enhancement of supervisory functions from an independent and objective perspective.
- The board of directors determines the overall direction of business, carries out highly effective supervision over business execution from a broad and diverse perspective, and makes important decisions that affect the overall management of the Company.
- The Board of Directors receives reports regarding the progress of mid-term management plan, the Company's operating conditions and issues, and carries out a discussion focusing on such issues. The Board of Directors also periodically monitors the state of business execution companywide by receiving reports on the activities of the main corporate committees.
- The Board of Directors holds off-site meetings in addition to regular meetings, for free and open discussions on important management topics. Moreover, to ensure that Outside Directors actively contribute to the discussions at the Board of Directors, a meeting is held (in principle, monthly), which is comprised of Outside Directors, in which they engage in robust discussion.
- Prior to every meeting of the Board of Directors, all the Directors are briefed on the agenda items due for discussion together with the necessary materials for the agenda items.

Evaluation of the Board of Directors

To maintain and enhance the effectiveness of the Board of Directors, each year Directors (including Audit & Supervisory Committee Members) engage in analysis and evaluation of the Board's effectiveness through evaluation and several discussions. This is followed by the disclosure of overviews of the results. The effectiveness evaluation for fiscal 2025 and the overview of the results is as follows.

1. Evaluation method

(1) Implementation method:

In December 2025, we implemented a questionnaire survey (*). Based on the results, Directors held several discussions to evaluate and analyze the results, and to identify issues and the initiatives on how we should improve them.

* All of the 15 Board members answered the questionnaires. The questionnaire survey primarily consists of a free-writing format regarding topics that Directors view as issues. In addition, given the current candid exchange of opinions by the Board of Directors to grasp the background of respondents' issue awareness and opinions to deepen discussions, from fiscal 2022 respondents are asked to fill in their name.

(2) Evaluations items:

(i) Functions and roles of the Board of Directors	(ii) Composition of the Board of Directors	(iii) Agenda items	(iv) Quality and content of discussions
(v) Provision of support and information	(vi) Advisory body to the Board of Directors	(vii) Fulfillment of roles of the Board chair	(viii) Fulfillment of roles of internal Directors
(ix) Fulfillment of roles of Outside Directors	(x) Self-evaluation	(xi) Expectations in Audit & Supervisory Committee Members	(xii) Comprehensive evaluation

(3) Third-party Assistance: We received advice and assistance from a third party (external consultant) mainly to determine the questions used in this questionnaire.

2. Evaluation Results overview and priority issues in fiscal 2026

In the effectiveness evaluation for fiscal 2025, (held after the transition to a company with an Audit and Supervisory Committee in June 2025) the results of a questionnaire survey indicated that a certain level of progress had been achieved with respect to the objectives of the transition—namely, enhancing the agility and speed of decision-making in management execution and strengthening the monitoring function—through the implementation of measures aimed at improving the effectiveness of monitoring and deliberations, such as revisions to the criteria for matters submitted to the Board of Directors and the reorganization of Board agendas.

For fiscal 2026, based on the opinions expressed in the effectiveness evaluation, the Company has identified the following four items as priority issues to be addressed. By steadily implementing initiatives to improve these issues, the Company aims to further enhance the effectiveness of the Board of Directors, contribute to the sustainable growth of the Company and its group and the enhancement of medium- to long-term corporate value.

- Strengthening the monitoring function of the Board of Directors
- Considering best composition (skill, diversity and number) of the Board of Directors
- To utilize information obtained through audit held by Audit and Supervisory Committee and to improve monitoring function of the Board of Directors against business execution
- To improve nomination and remuneration governance by enhancement of the report from Remuneration and Nomination Advisory Committee

3. Results of initiatives implemented in fiscal 2025 to address issues identified in the effectiveness evaluation conducted in fiscal 2024

Priority issues in fiscal 2025	Initiatives implemented in fiscal 2025
Stable operation after transition to company with Audit and Supervisory Committee	<ul style="list-style-type: none"> ● Updated the internal rule regarding matters to be resolved/deliberated to the Board of Directors ● Reorganized the agenda items
Set meeting agendas that facilitate discussion of company-wide management issues	
Consider the ideal number of Directors on the Board and their required backgrounds	<ul style="list-style-type: none"> ● Made outside director majority of the Board
Study and implement the appropriate audit system after the transition to a Company with an Audit & Supervisory Committee governance system	<ul style="list-style-type: none"> ● In-person reporting regarding annual audit policy and audit plan ● Setting opportunities to share audit status and important matters
Strengthening collaboration between the Nomination and Remuneration Advisory Committee and the Board of Directors	<ul style="list-style-type: none"> ● Setting Opportunities to make by-annual reporting regarding its activity ● Participation of Full-time Audit and Supervisory Committee Member as observers

(2) Enhancement of Corporate Auditing Framework and Ensuring Audit Effectiveness

In addition to the resolution of the legally required matters, the Audit and Supervisory Committee enhance the effectiveness and quality of its audit process by the following initiatives.

●	<p>Dialogue with Management and Executive Officers (Number of people who had dialogues: 139)</p> <p>The Audit and Supervisory Committee held regular meetings with the Chairperson of the Board of Directors and the President and Chief Executive Officer to exchange views on management policies and issues that the Company should address.</p> <p>In addition, through interviews and other means with the heads of domestic and overseas corporate groups and business groups, as well as presidents of group companies, the Audit and Supervisory Committee obtained and reviewed information on the status of operations and assets, compliance with laws and regulations, and loss risk management systems, and examined the status of the execution of duties.</p>
●	<p>Attendance at important meetings (Number of meetings:197)</p> <p>Audit and Supervisory Committee Members, in addition to attending meetings of the Audit and Supervisory Committee, attend meetings of the Board of Directors in their capacity as directors.</p> <p>Furthermore, in order to understand the process of important decision-making and the status of the execution of duties by officers and employees, they attended important meetings, including the Management Council, General Managers' Meeting, Management Strategy Meeting, Company Investment Committee, Internal Control Committee, Compliance Committee, Corporate Sustainability Committee, and Nomination and Remuneration Advisory Committee, and expressed their opinions as necessary.</p>
●	<p>On-site Audit to regional organization/group companies (Number of on-site audits:47)</p> <p>Audit and Supervisory Committee Members conducted on-site audits to domestic and overseas regional organizations and group companies, and through interviews with heads of those organizations and other relevant personnel, obtained information on the status of organizational management and issues, as well as the development and operation of internal control systems, thereby making efforts to gain a thorough understanding of on-site conditions.</p>

●	<p>Enhance group governance</p> <p>The Audit and Supervisory Committee Members exchanged opinions and shared information with statutory auditors of subsidiaries and other group companies through information briefing sessions and company-specific meetings, and expressed their views as necessary.</p> <p>In addition, by reviewing audit activity reports submitted by statutory auditors dispatched by the Company, they made efforts to understand the management conditions of subsidiaries and other group companies, as well as the status of audit implementation.</p>
●	<p>Cooperation with Internal Control/Internal Audit organization</p> <p>The Audit and Supervisory Committee Members regularly exchanged information with the internal control/internal audit organizations and attended the President’s briefing sessions conducted by the Internal Audit Department (held monthly).</p> <p>In addition, by receiving reports on the results of internal audits at meetings of the Audit and Supervisory Committee and utilizing such internal audit results, they enhanced the effectiveness of the audit functions of the Audit and Supervisory Committee.</p>
●	<p>Cooperation with accounting auditor</p> <p>Regular meetings were held with the accounting auditor to ensure that audit-related reports could be received in a timely and as-needed manner. In addition, proactive exchanges of views and information were conducted on audit-related matters, including key audit issues concerning major subsidiaries and issues related to audits of internal controls.</p>

(3) Training and Information Provision for Directors

- On taking office, Outside Directors have the opportunity to receive a briefing on areas including the Sumitomo Corporation Group’s Management Principles, management policy, business activities, finances, organization, medium-term management plan, and risk management system.
- Additionally, Directors are offered seminars, e-learning courses, and other learning opportunities so they can gain new and updated knowledge required for their roles.
- To deepen their understanding of Sumitomo’s business philosophy and the Company’s business activities, Outside Directors, in principle, visit a Sumitomo-related facility during the first fiscal year of their term in office and have opportunities to observe at least one workplace in Japan and at least one workplace overseas every year. In fiscal 2025, two workplace visits in Japan and one overseas workplace visit were conducted.

4. System for Ensuring Management Transparency

(1) Basic Policy on Information Disclosure

To bring an accurate understanding of the Company's management policies and business activities to all our stakeholders, we strive to make full disclosure, not limiting ourselves to the disclosure of information required by law but also encouraging the voluntary disclosure of information.

(2) Communicating with Shareholders and Other Investors

We strive to actively communicate with shareholders and other investors through the following initiatives:

(A) Measures relating to the General Meeting of Shareholders

- We send out a convening notice describing how to access the material for the General Meeting of Shareholders to our shareholders (for shareholders who requested the delivery of such material in paper, the printed material for the General Meeting of Shareholders) approximately three weeks prior to each General Meeting of Shareholders.
- We also provide the material for the General Meeting of Shareholders on our corporate website in advance of sending the notice, together with its English-language translation.
- We disclose *Yukashoken Houkokusho* (Japanese annual securities reports) prior to the General Meeting of Shareholders.
- We accept questions from shareholders on internet prior to the General Meeting of Shareholders.
- We allow shareholders and investors sufficient time to thoroughly examine the propositions to be resolved at the Meeting by enabling them to exercise their voting rights via internet (including through the Electronic Voting Platform for institutional investors operated by Investor Communication Japan, Inc.).
- We stream the General Meeting of Shareholders live for shareholders on internet.
- The streaming video of the meeting is posted on our website for a certain period after the close of the meeting.

(B) Disclosing Various Information

- Our corporate website provides various materials which include not only financial results, *yukashoken houkokusho* (Japanese annual securities reports) and other Tokyo Stock Exchange filings, but also documents from company briefings, Integrated Report and ESG disclosure website. We endeavor to ensure proactive voluntary disclosure of financial information and non-financial information.

(C) Investor Relations and Shareholder Relations

- We hold quarterly meetings attended by top management to provide information on our financial results for analysts and institutional investors in Japan.
- We continuously dialogue with shareholders and institutional investors mainly in North America, Europe and Asia through one-on-one meetings (including constructive dialogue addressing our initiatives and policies, etc. relating to ESG (Environment, Social and Governance) issues).
- For individual investors, we hold company briefings online as well as at major cities across Japan.

Further information regarding the Company's initiatives for reinforcing corporate governance can be found on our website:
<https://sumitomocorp.disclosure.site/en/themes/37>

(Reference) The skills of Directors

Skills that the Board of Directors is required to possess

All Directors of the Company, regardless of whether they are internal or Outside Directors, are required to be honest in character, as well as highly insightful and capable, in accordance with their respective qualifications. Also, the Company raises "No.1 in Each Field" as a theme under "Midium-Term Management Plan 2026," and the Company is transforming its business portfolio by leveraging the strengths of individual businesses to reinforce them and strengthening people and organizations, which are the driving forces for growth. Through such initiatives, the Company will strive to enhance the Group's competitive advantages and achieve growth by addressing social challenges. For successful implementation of this management plan, we have identified the types of knowledge, experience, and competencies, etc. (hereinafter "Skills") which enables the Board of Directors to adequately fulfill its roles of effective supervision over business execution and making decisions on important business matters which may affect company-wide management. "Governance" and "Global perspective" are Skills that all Directors are required to possess, while we believe that the Board of Directors as a whole should possess the other seven Skills. Of these seven skills, for Directors who are Audit & Supervisory Committee Members we place a particularly high priority on "Corporate Management", "Finance/Accounting", and "Legal/Risk Management" to audit and supervise execution of Directors' duty. As the Skills that the Board of Directors is required to possess may vary according to business strategies or changes in the external environment, the Board of Directors will continue to discuss the skills required, make necessary changes, and disclose such changes.

Skills that all Directors are required to possess and reasons why these Skills are necessary

Governance

We believe that in order to fulfill our mandate from shareholders while at the same time managing our business in the interests of all stakeholders, it is essential for all Directors to be well-equipped with a high level of knowledge regarding governance. The essence of corporate governance based on our view is defined in the Sumitomo Corporation Principles as "improving management efficiency," and "maintaining sound management," as well as "ensuring management transparency".

Global Perspective

From the perspective that the Company conducts business transactions and investments throughout the world, we believe that all Directors should have keen insight from a global perspective. We view that this Skill entails the ability to plan and implement an optimal business strategy that combines caution with flexibility even when different cultures, alternative industrial structures, or the latest geopolitical developments etc. make the situation extremely uncertain. We also view that this Skill includes the ability to appropriately supervise the execution of related management duties.

Skills that the Board of Directors as a whole is required to possess and reasons why these Skills are necessary

Corporate Management

The Company engages in a range of business activities, aiming for a stable and sustainable increase in its corporate value. The Board of Directors is the body that sets the overall direction of management, exercises effective oversight of management execution from a broad and diverse perspective and makes decisions on the Company's important business matters which may affect company-wide management. It also implements an optimal business strategy for creating value in accordance with the Company's Management Principles while also meeting our stakeholders' expectations in a constantly changing operating environment.

Investment/ M&A

The Company invests in a diverse range of business domains. We consider Skills related to investment and M&A to be important for selecting investment projects aligned with our strategy, and for supervising the progress of such projects. Such Skills include the abilities to clearly define investment objectives and determine their compatibility with our strategy, to properly evaluate investment targets, to undertake post-investment monitoring, and to ascertain the best timing for replacement of assets. The Board of Directors make important decision and supervise execution related to the investment projects.

IT/DX/ Technology

As accelerating technological advancements transform societies and industrial structures, the Company will continue to create value by responding with agility to such change, by anticipating change to pursue business innovation, and by creating new businesses. We will also reform our own business foundation by making effective use of new digital technologies such as AI in our business activities in line with our own values. The Board of Directors make important decision and supervision in relation to such initiatives.

Sustainability

Having identified certain important challenges that need to be prioritized as Material Issues, and placed these issues at the core of its business management, the Company always pays attention to whether its businesses are contributing to society. We are pursuing sustainability management, which entails anticipating long-term changes in our operating environment relating to social issues and allocation management resources strategically to contribute to a sustainable society and achieve sustainable growth for the Company. Taking into account of the awareness of international trends and understanding of the relevant issues, the Board of Directors supervise the implementation of the sustainability management.

Finance/ Accounting

To enhance its corporate value sustainability, the company endeavors to achieve medium- to long term earnings growth and increase its returns to shareholders while maintaining a healthy balance between investment for growth and a solid financial position. To enable us to make appropriate decisions and properly inform the Company's initiatives to stakeholders as we work forward toward these goals, we need to provide accurate, timely financial reporting. The Board of Directors supervise these tasks.

Legal/Risk Management

We consider three goals to be of key importance in ensuring that the Company achieves sustainable, robust growth: stabilizing performance, strengthening our financial base, and maintaining our corporate reputation. To achieve these objectives, we conduct appropriate risk management using various means. These include assessing and analyzing the risks that accompany commercial transactions, business investments, and other business opportunities; keeping the Company's total Risk-weighted Assets to be within our buffer (shareholder's equity) and maximizing Risk-adjusted Return. The Board of Directors supervise the business execution with a wide variety of risk management-related skills, including the ability to screen and monitor transactions, investments, and loans; and expertise in legal and compliance risk management.

HR management & development

Regarding human resources as its most important form of business capital, the Company provides each individual with opportunities for autonomous growth and self-realization and strives to upgrade its HR management cycle. We are also maximizing the performance of our diverse workforce and the organization as a whole, thereby creating new value. We particularly emphasize Diversity, Equity & Inclusion, which we recognize as the core enabler for value creation, innovation, and competitiveness. The Board of Directors make key decisions on such initiatives and supervise their implementation.

Skills that Directors currently in office possess

Of the Skills identified above as necessary for the Board of Directors as a whole, Skills currently possessed by individual Directors are shown in the table below. The skills of individual Directors are determined after consiring all their attributes, including their careers, knowledge, experience, capabilities, qualifications, and spscific achievements, and discussing these with the individuals concerned. Brief history of each individual Directors can be found on our website.

<https://www.sumitomocorp.com/en/jp/about/company/officer>

Name	Positions	Knowledge, experience and competencies, etc. (Skills)						
		Corporate management	Investment/ M&A	IT/DX/ Technology	Sustainability	Finance/ Accounting	Legal/ Risk Management	HR management & development
Masayuki Hyodo	Director, Chairman	●	●		●	●	●	●
Toshikazu Nambu	Director Vice Chairman	●	●	●		●		●
Shingo Ueno	Representative Director, President and CEO	●	●	●	●			●
Reiji Morooka	Representative Director, Vice Executive President	●				●	●	
Yasuhiro Yoshida	Representative Director, Senior Managing Executive Officer	●		●		●	●	●
Takashi Mitachi	Outside Director	●	●		●		●	●
Takahisa Takahara	Outside Director	●	●		●			
Haruyasu Asakura	Outside Director	●	●			●		
Nana Otsuki	Outside Director		●		●	●		
Yasuko Gotoh	Outside Director	●			●	●	●	
Daisuke Mikogami	Director (Full-Time Audit & Supervisory Committee Member)	●	●	●				●
Mitsuhiro Takeda	Director (Full-Time Audit & Supervisory Committee Member)	●	●			●	●	
Yukiko Nagashima	Outside Director (Audit & Supervisory Committee Member)	●	●					●
Nobuo Inada	Outside Director (Audit & Supervisory Committee Member)				●		●	●
Taisei Kunii	Outside Director (Audit & Supervisory Committee Member)	●				●		

(Reference) Standards for Appointment of Directors

Candidates for internal Directors shall be honest in character, highly insightful and capable, and must have expert business knowledge and extensive experience. Candidates for Outside Directors shall be honest in character, highly insightful and capable, and with a view to bringing in diverse perspectives, shall have knowledge of their particular area of business as well as extensive knowledge and experience.

Candidates for Directors who are Audit & Supervisory Committee Members shall hold a high degree of specialized knowledge and a wealth of experience in specific fields such as law, accounting, business management, and the like.

Gender and nationality etc. shall be of no consequence.

Regarding the independence of Outside Directors, it is stated in the Article 4 of the Company's internal rule, "the Standards for Appointment and Independence of Outside Directors".

Board of Directors resolve standards for appointment of Directors and nomination of the candidates for Directors, based on the results of the deliberation reported by the Nomination and Remuneration Advisory Committee (comprised of a majority of Outside Directors and chaired by an Outside Director), acting as an advisory body to the Board of Directors.

Standards for Appointment and Independence of Outside Directors

Article 4

- (1) Outside Directors of the Company shall be judged to be independent provided none of the following descriptions apply.
 1. A major shareholder of the Company (holding 10% or more of the total voting rights in the Company at the end of the most recent fiscal year) or an individual who serves as an executive in an entity that is a major shareholder of the Company
 2. An individual for whom the Company is a major business partner or who serves as an executive in an entity for which the Company is a major business partner
 3. An individual who is a major business partner of the Company or who serves as an executive in an entity that is a major business partner of the Company
 4. An accounting auditor of the Company or its consolidated subsidiary, or an individual who is responsible for auditing the Company or its consolidated subsidiary as an employee at an auditing firm
 5. An attorney, judicial scrivener, patent agent, certified public accountant, certified tax accountant, consultant, or other professional who receives more than JPY 10 million in cash or other assets annually from the Company in addition to Director's remuneration (or if the entity receiving such assets is an organization such as a corporation or association, an individual belonging to an entity receiving assets from the Company exceeding 2% of annual income)
 6. A major lender for the Company (a lender whose personal or corporate name is stated as a major lender in the Company's business report for the most recent fiscal year) or who serves as an executive in an entity that is a major lender for the Company
 7. An individual who receives more than JPY 10 million in donations annually from the Company (or if the entity receiving such donations is an organization such as a corporation or association, an individual who serves as an

executive in an entity receiving assets from the Company exceeding 2% of annual income).

8. An individual to whom any of the items numbered 1 to 7 above applied within the last three years
 9. A relative within the second degree of kinship or closer of an individual described in any of the items numbered 1 to 8 above (applies only to key individuals)
 10. A relative within the second degree of kinship or closer of a Director, Executive Officer, Corporate Officer, manager, employee, or accounting advisor (in the case of a corporation, this includes corporate employees required to perform work for the corporation) of the Company or its consolidated subsidiary
 11. A relative within the second degree of kinship or closer of an individual who was a Director, Executive Officer, Corporate Officer, manager, employee, or accounting advisor (in the case of a corporation, this includes corporate employees required to perform work for the corporation) of the Company or its consolidated subsidiary within the last three years
 12. An individual subject to any exceptional circumstances other than those described in the items above that might potentially cause a conflict of interest with the Company or otherwise make it impossible to fulfill duties as an independent Outside Director
- (2) Outside Director judged to be independent pursuant to this Article shall notify the Company immediately once they no longer qualify as independent.
- (3) Within this Article “major business partner” denotes a business partner accounting for more than 2% of annual consolidated net sales (or in the case that a business partner adopts the International Financial Reporting Standards, annual consolidated revenues) of that business partner for the most recent fiscal year.

(Reference) Overview of Director Remuneration Plan

Below is the overview of the director remuneration plan. Taking into account our operating environment as well as our management and human capital strategies, we set director remuneration at an appropriate level to secure and retain highly capable management essential to our sustainable growth and the enhancement of medium- to long-term corporate value, and to ensure that such remuneration functions as a sound incentive aligned with sustainable growth.

Director remuneration plan (● indicates the persons eligible for each type of remuneration, etc.)

Type of remuneration, etc.		Eligibility			
		Executive Directors	Chairman of the Board of Directors/ Director, Vice Chairman	Outside Directors (Excluding Audit & Supervisory Committee Members)	Directors (Audit & Supervisory Committee Members)
Fixed	Monthly remuneration	●	●	●	●
Variable	Performance-linked bonus	●	—	—	—
	Restricted performance share unit-based remuneration	●	●	—	—

(1) Remuneration standards and remuneration composition ratios of Executive Directors

- We have set competitive remuneration standards and remuneration composition ratios in light of the current business environment, business strategies, and human resources strategy. We have done so with reference to remuneration market research data, etc. provided by independent external specialized agencies.
- We have set the ratio of variable remuneration accounted for by restricted performance share unit-based remuneration to create the incentive to increase the Company's corporate value over the medium to long term and to pursue business management that is concerned with the Company's stock price and with a focus on sharing value with the shareholders.
- The remuneration breakdown for the Representative Director, President and Chief Executive Officer is shown below.

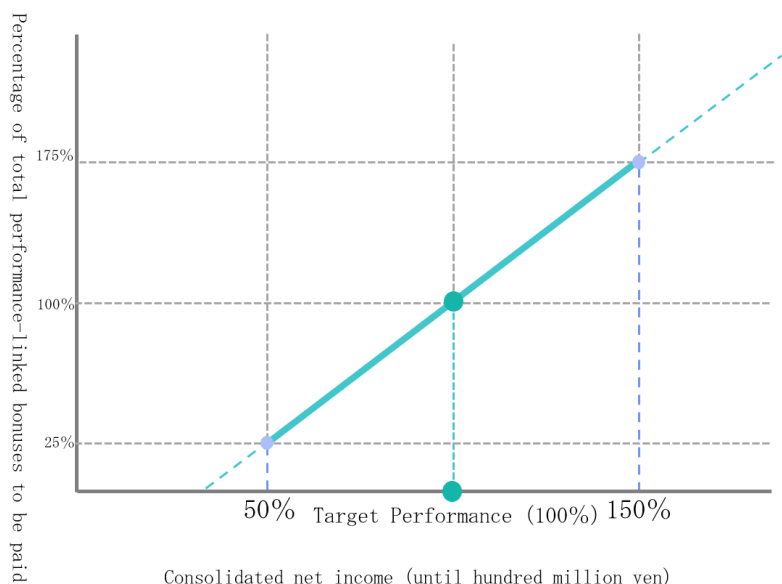
Fixed	Variable	
Monthly remuneration	Performance-linked bonus	Restricted performance share unit-based remuneration
22%	27%	51%
Total 22%	Total 78%	

Note: The above breakdown is calculated based on the rate of achievement of business results, the stock price growth rate, and the results on non-financial indicators all being 100%. The composition ratios for each type of remuneration vary according to changes in these rates.

(2) Performance-linked bonus

- Each fiscal year the Company sets the full-year forecast (consolidated net income for the year) or the consolidated net income for the year when ROE is 12% (whichever amount is higher) as the target business result and decides the total amount of performance-linked bonuses to be paid according to the rate of achievement of this target business result.
- The potential range of business results is assumed to be up to 50% above or below the target business result set each fiscal year and the standard for the total amount of performance-linked bonuses to be paid is set at 100% when the target business result is achieved, with a range of variation from 25% to 175% in line with the potential range of business results.
- If business results fall outside this range, the total amount of performance-linked bonuses to be paid is decided separately by the Board of Directors based on a report from the Nomination and Remuneration Advisory Committee.
- The amount to be paid to individual director is distributed according to their position and personal evaluation and paid after the end of the fiscal year.
- Each director is evaluated on the basis of both financial indicators (achievement of business plans, etc. in the respective areas of responsibility) and non-financial indicators (such as individual Strategic Business Units' achievement of targets, and progress in addressing important company-wide issues) so that they can become more aware regarding their commitment to management strategy and results. The ratio of financial indicators to non-financial indicators in personal evaluation is 50:50.
- Of evaluation based on non-financial indicators, 20% relates to the important company-wide issues of business reform through digital transformation (DX), enhancement of sustainability management, and promotion of Diversity, Equity & Inclusion.

<Performance-linked bonus to be paid (image)>



(3) Restricted Performance Share Unit-Based Remuneration

- With the aim of promoting efforts to increase the Group’s corporate value over the medium to long term and pursue business management that ensures a focus on sharing value with the shareholders, the number of the Company’s common shares (restricted) to be provided is calculated according to the Company’s stock growth rate (ratio of the Company’s stock price growth to the growth rate of the TOPIX (Tokyo Stock Exchange Stock Price Index)) during the three-year evaluation period.
- Evaluation based on non-financial indicators (measures to tackle climate change, promotion of women’s active engagement, and employee engagement) is used to calculate the number of the Company’s common shares to be granted as restricted shares. In this way the Company aims to enable increased awareness of its commitment to the enhancement of sustainability management by linking non-financial indicators (related to environment and/or society) more closely to stock-based remuneration and further promoting efforts to address its Key Social Issues.
- To enable a shared focus on shareholder value over the medium to long term, the restriction period will be from the day the shares are provided until the day the recipient resigns or retires from all their positions as Director or Executive Officer of the Company or any other position determined by the Board of Directors.

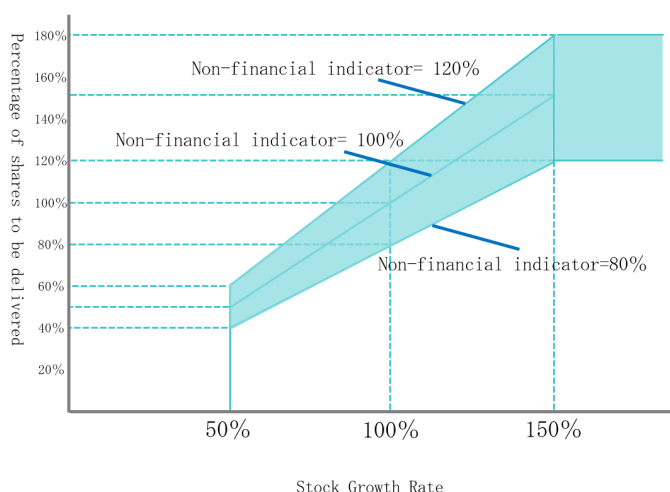
<Evaluation period of the Company’s stock growth rate and non-financial indicators (image)>

	2025	2026	2027	2028	2029	2030
2025 Plan	Evaluation Period			● Stock Delivery		
2026 Plan		Evaluation Period			● Stock Delivery	
2027 Plan			Evaluation Period			● Stock Delivery

[Method for calculating the number of shares to be delivered]

Number of shares to be delivered = Standard number of shares by position × percentage of shares to be delivered based on Company’s stock growth rate (0%–150%) × percentage of shares to be delivered based on evaluation on non-financial indicators (80%–120%)

<Share grant ratio based on stock growth rate and non-financial indicators>



Business Report (April 1, 2025 through March 31, 2026)

I. Particulars Regarding the Present Status of the Sumitomo Corporation Group

1. Course of Operations and Operating Results

(1) Economic Environment

During the current fiscal year, the global economy experienced mixed developments. While inflationary pressures continued to ease and there were periods when the economy showed signs of underlying resilience, concerns about a potential economic slowdown also emerged, driven by an expansion of trade issues surrounding reciprocal tariffs imposed by the United States and heightened geopolitical risks.

Deteriorating international conditions weighed on economic activity. The Ukraine-Russia conflict remained protracted. In the Middle East, the situation worsened following military strikes launched by the United States and Israel against Iran in February 2026, turning the Persian Gulf region into a conflict zone and resulting in significant disruptions to maritime navigation through the Strait of Hormuz, a global logistics chokepoint.

In the United States, economic resilience was maintained, supported by continued investment in AI-related sectors and the persistence of accommodative monetary policies. However, the pace of growth slowed. While prices showed signs of stabilizing, tariff-induced inflationary pressures became a concern, making the appropriate balance of monetary policy a key issue during the fiscal year. In Europe, the economy followed a moderate recovery path, underpinned by expanded fiscal spending. In China, household consumption temporarily improved as a result of policy support, but the effects gradually dissipated. In addition, intensifying market competition led to a sharp slowdown in capital investment, resulting in a significant decline in fixed asset investment. In Asian economies, exports continued to expand, driven by AI-related demand. However, the outlook for economic conditions became increasingly uncertain due to the combined downward pressures of U.S. tariff measures and intensified export competition from China, compounded by instability in oil supplies stemming from conflicts in the Middle East.

International commodity markets were highly volatile. In response to heightened tensions in the Middle East, WTI crude oil futures briefly surged to the USD 119 per barrel range, marking the highest level in approximately four years, before undergoing repeated sharp fluctuations amid strategic reserve releases in advanced economies and rising expectations for a cease-fire. Prices of non-ferrous metals had been on an upward trend reflecting elevated geopolitical risks and strong AI-related demand, with both gold and copper reaching record highs.

The domestic economy was characterized by a focus on wage increases exceeding the pace of price increases. As wage increases lifted expectations that the real wage growth rate, which had remained negative, would finally turn positive, household consumption showed signs of recovery alongside a restoration of purchasing power.

Corporate capital investment continued to expand, particularly in sections related to AI, DX^{*1}, and GX^{*2}.

Nevertheless, rising oil prices driven by heightened tensions in the Middle East raised concerns about renewed upward pressure on prices.

Foreign exchange and financial markets reflected differences in monetary policies between Japan and the United States. While the U.S. real interest rate remained positive, the Japanese real interest rate continued to be negative, resulting in a depreciation of the yen to around JPY 160 per U.S. dollar. The long-term interest rate remained in

the low-2% range for the first time in approximately 30 years, against the backdrop of expectations for expanded fiscal spending, raising concerns about the impact of increasing fiscal burdens. Stock price index reached historically high levels of JPY 60,000 at one point, supported by the AI boom and expectations for improved corporate earnings.

Amid policy changes across various countries, protracted conflicts, and the rapid advancement of technology, the fiscal year was marked by distinctive shifts and transformations in the economic structure.

*1: Digital Transformation

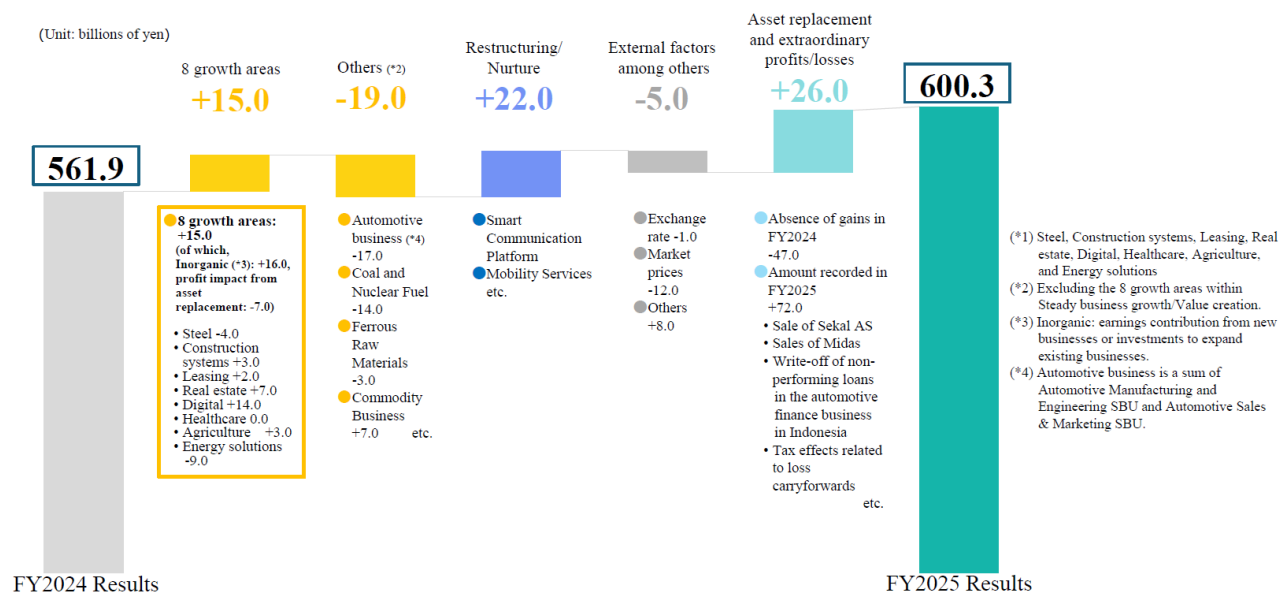
*2: Green Transformation

(2) Operating Results and Financial Status

① Operating results

We achieved record-high annual profit of JPY 600.3 billion—an increase of JPY 38.5 billion year since FY2024—even amid an uncertain and highly volatile business environment.

- Steady growth in the 8 growth areas ^(*), led by Digital, Leasing, Real estate, and Energy solutions
- Improvements in the Restructuring/Nurture, driven by Smart Communication Platforms and Mobility Services
- With further acceleration of asset replacement, asset replacement and extraordinary profits/losses totaled JPY+72.0 bil. in FY2025



② Financial position

(a) Total assets, liabilities, and equity

- Total assets increased by approx. JPY0.2 trillion from the previous period, reaching approx. JPY1.36 trillion, mainly due to increases in operating assets and cash and cash equivalents
- Equity attributable to owners of the parent remained at the same level as the previous period mainly due to the additional acquisition of SCSK shares and profit for the year

	As of Mar. 31, 2026	Increase/Decrease	
Total assets	JPY13,638.3bil.	JPY+2,007.2bil.	Total assets
Interest-bearing liabilities(net) ^(*)	JPY3,147.2bil.	JPY+474.7bil.	<ul style="list-style-type: none"> • Increase in operating assets • Increase in Cash and cash equivalents • Increase resulting from the depreciation of the yen
Total liabilities	JPY8,903.2bil.	JPY+2,157.6bil.	
Equity attributable to owners of the parent ^(*)	JPY4,628.6bil.	JPY-19.9bil.	Equity attributable to owners of the parent ^(*)
Total equity	JPY4,735.2bil.	JPY-150.4bil.	<ul style="list-style-type: none"> • Decrease resulting from additional acquisition of SCSK shares • Dividend paid, share repurchased • Increase from profit for the year • Increase resulting from the depreciation of the yen
D/E Ratio (net) ^(*)	0.68	+0.11pt	

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

^(*) "Equity attributable to owners of the parent" stands for the equity attributable to our shareholders.

^(*) "D/E Ratio (net)" = "Interest-bearing liabilities (net)" / "Equity attributable to owners of the parent"

(b) Cash flows

- Steady cash generation by core businesses
- In addition to new investments, steady progress in asset replacement
- Delivered shareholder returns of JPY242.9 bil. through dividends and share repurchases

	Medium-Term Management Plan 2026		
	Total Results (Apr. 2024-Mar. 2026)	FY24 Results (Apr. 2024-Mar. 2025)	FY25 Results (Apr. 2025-Mar. 2026)
Cash In			
Cash flow earnings ^(*)	JPY+1,268.7bil.	JPY+647.6bil.	JPY+621.1bil.
Asset replacement	JPY+510.0bil.	JPY+240.0bil.	JPY+270.0bil.
Cash Out			
Investment ^(**)	JPY-1,900.0bil.	JPY-730.0bil.	JPY-1,170.0bil.
Shareholder return	JPY-447.9bil.	JPY-205.0bil.	JPY-242.9bil.
Free cash flow (post-shareholder return) (Changes in working capital, etc. excluded)	JPY-560.0bil.	JPY-40.0bil.	JPY-520.0bil.

FY25 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

FY25 Investment

- Additional acquisition of SCSK shares (approx. JPY-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.

③ Shareholder Return

Our shareholder return policy in the Medium-Term Management Plan 2026 and thereafter is as follows:

- Pay dividends and repurchase our shares in a flexible and agile manner with a total payout ratio of 40% or higher; and
- Further improve dividend stability and increase dividends in line with profit growth through progressive dividend payments (*)

(* Dividends to be maintained or increased)

Profit attributable to owners of the parent in FY2025 was 600.3 billion yen, and we plan to pay an annual dividend of 150 yen per share, which is an increase of 10 yen from the dividend forecast announced on Annual Results FY 2024 (May 1, 2025). Since the interim dividend for the fiscal year was 70 yen per share, the year-end dividend will be 80 yen per share, which will be proposed to the Ordinary General Meeting of Shareholders scheduled in June.

Also, at the meeting of the Board of Directors held on May 1, 2025, we decided to execute a share repurchase (from May 2, 2025 to March 31, 2026) up to 80.0 billion yen of which 20.0 billion yen will be allocated as shareholder returns for FY2024 and 60 billion yen as shareholder returns for FY 2025, and the share repurchase was completed on February 19, 2026. All the repurchased shares were cancelled on April 10, 2026, except for 1 million shares that are expected to be allocated as stock-based compensation.

In addition, at the meeting of the Board of Directors held on May 1, 2026, we decided to execute a share repurchase (from May 7, 2026 to March 31, 2027) of up to 80.0 billion yen, of which 10.0 billion yen will be allocated as additional shareholder returns for FY2025 and 70.0 billion yen as shareholder returns for FY2026. All repurchased shares are scheduled to be cancelled on April 9, 2027.

With respect to the shareholder return policy and annual dividend forecast for FY2026, please see "2. Issues to be Addressed (2)②(b) Shareholder Return Policy".

(3) Segment Information

① Profit (loss) for the year (attributable to owners of the parent) of each Segment

Segment	Profit (loss) for the year (attributable to owners of the parent) (Unit: Billions of yen)		Remarks
	157th year (FY 2024)	158th year (FY 2025)	
Steel	68.4	74.3	- 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 - Asset replacement profits in FY25
Automotive	51.2	63.2	- Automotive Sales & Marketing: profit declined due to intensified competition in key markets and deterioration situation in the Middle East - Gain from the sale of Midas, write-off of non-performing loans in the automotive finance business in Indonesia
Transportation & Construction Systems	101.5	88.9	- Transportation: stable in leasing business; profit increased due to vessel sales in the ship business - Construction & Mining Systems: stable in the sales and service business; construction demand recovering gradually in the construction equipment rental business - Absence of extraordinary profits in aircraft leasing business in FY24
Diverse Urban Development	77.1	81.5	- Real estate: delivery of large-scale properties, promoting asset-turnover
Media & Digital	45.2	51.2	- Digital: profit increase from the consolidation of Net One Systems into SCSK and impact of the increase the equity stake in SCSK
Lifestyle Business	14.1	-3.6	- Fresh produce business in Europe and the Americas: profit declined due to the weak performance and loss on sale in the melon business, which sold in the second half, while banana and pineapple business performance remained resilient, supported by cost improvement effects - Domestic supermarket business: profit increased driven by the opening and renovation of stores
Mineral Resources	91.1	82.3	- 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 increasing prices
Chemical Solutions	21.4	26.5	- Electronics: sales increase following the steady demand in semiconductor - Agri business: continued challenging market conditions in the Brazilian market
Energy Transformation Business	96.4	102.4	- Overseas IPP/IWPP business: decrease in equity earnings from power plant project in Vietnam, etc. - Extraordinary profits in EPC business
Corporate and Eliminations	-4.5	33.5	- Tax effects related to loss carryforwards, etc.

(*1) Profit (loss) for the year (attributable to owners of the parent) figures above are round to the nearest tenth. Therefore, the sum of the break down figures and the total figure may not necessary coincide.

② Activities of business units

<Steel Group>

[Business Overview]

- Trade of tubular products and steel sheets
- Processing and other related business of tubular products and steel sheets,

<Automotive Group>

[Business Overview]

- Manufacturing, distribution, finance, lease, and peripheral business of automotive products, tires and related products, as well as mobility service business

<Transportation & Construction Systems Group>

[Business Overview]

- Related businesses for aircraft, aerospace, ships and related products for those industries, as well as general lease & finance businesses
- Sales, services, rental and trading of construction, mining, agricultural and industrial equipment, together with related products

<Diverse Urban Development Group>

[Business Overview]

- Real estate businesses, including office buildings, retail facilities, residences, logistics facilities, hotels and real estate funds
- Development and management of sustainable cities and industrial parks
- Construction material and equipment business, including cement and industrial facilities
- Integrated logistics infrastructure business and insurance business
- Social infrastructure and digital infrastructure business, including transportation, airports, water infrastructure business, and submarine communication cables

<Media & Digital Group>

[Business Overview]

- Digital solution business and DX related business (including marketing DX)
- Smart communication infrastructure business and value-added service business
- Businesses related fifth-generation (5G) mobile communication systems
- Media businesses in cable television and multi-channel programming distribution
- Media-commerce businesses (TV shopping and e-commerce) and domestic/overseas video content-related businesses
- Global corporate venture capital*¹ and private equity*²

(*1 Business to make venture capital investment in startup companies for the purpose of driving mutual growth of such startup companies and the Company.

*2 Business which aims to increase the corporate value of invested companies where we invest in via funds that we have established or invested in, by providing management support to the investee companies.)

<Lifestyle Business Group>

[Business Overview]

- Domestic and overseas retail businesses such as supermarkets and brands
- Food products including perishable food (meat, fruits and vegetables) and food raw materials (fruit juice, grains, oils, sugar and sweeteners)
- Healthcare businesses such as drugstores, dispensing pharmacies, managed care, primary care

<Mineral Resources Group>

[Business Overview]

- Development and trading of non-ferrous metal raw materials such as copper, nickel and aluminum, precious metals, coal, iron ore and nuclear fuel, trading of carbon-related raw materials and products, non-ferrous metal products and related business, commodity derivatives etc.

<Chemical Solutions Group>

[Business Overview]

- Businesses related to basic chemicals (organic/inorganic chemicals and plastics), green chemicals, semiconductor/battery materials, electronic, pharmaceuticals, cosmetics, animal health products, veterinary medicine, agricultural materials (e.g. crop protection products, fertilizers and etc.) and next-generation agriculture and food production systems

<Energy Transformation Business Group>

[Business Overview]

- Carbon-free energy-related business, new power and energy services business, carbon management business and maritime infrastructure business
- Global power infrastructure businesses such as I(W)PP including renewable energy, as well as EPC business, electricity retail in Japan and energy management
- LNG projects and city gas distribution, trading of natural gas, power and environmental products, LNG and LPG business development and tanker fuel and lubricant supply and next-generation marine fuel business

(Reference) On April 1, 2026, we reorganized the Media & Digital Group and the DX/IT Group of the Corporate Group, and established the Communication Services Group and the Digital & AI Group within the Business Group.

2. Issues to be addressed

Our Company strives to be a corporate group that grows sustainably alongside society by addressing social issues, in line with its corporate message, “Enriching lives and the world,” which expresses our desire to enrich the world, society, and people’s lives.

(1) Material Issues and medium- and long-term objectives

Relying on Sumitomo’s Business Philosophy as a fundamental and ultimate value standard of our business activities, we have established our Management Principles and important issues such as Material Issues. In our business execution and at meetings of the Board of Directors, we always deliberate from the perspectives of these philosophy, principles and issues. Rather than recognizing Material Issues as mere challenges, we seek to realize sustainable value creation by setting medium-to long-term goals that are closely tied to our business activities. These goals embody our commitment to addressing social issues and serve as important guidelines for allocating management resources and developing our business portfolio. For each Material Issues, we formulate a long-term vision and a medium-term action plan, and we manage progress through PDCA cycle.

These initiatives serve as a foundation for achieving our vision of becoming “No.1 in Each Field” and embody our stance as a company committed to growing in step with society.



Build resilient and prosperous society

We create a virtuous circle in which all people can enjoy physically and mentally enriched lives, and we can grow and develop together with local communities by stepping ahead in dealing with the needs of people in various countries and regions.



Overcome climate change

We work together with stakeholders to decarbonize society and promote the realization of a carbon-neutral and resilient society, while taking into consideration the characteristics of the respective industry and region.



Preserve and regenerate natural capital

To achieve a world living in harmony with nature, we avoid or minimize the impact on natural capital caused by our business activities and go beyond preservation to also pursue regeneration and effective use of natural capital through the building of a circular economy and other measures.



Respect human rights

Striving to respect the human rights of every stakeholder involved in our supply chain is the foundation of all corporate activities. We work to identify and to prevent or mitigate any adverse impact on human rights, as well as to ensure the safety and security of our stakeholders.



Develop talent and promote DE&I

We recognize Diversity, Equity & Inclusion (DE&I) as the core enabler for value creation, innovation and competitiveness. In order to create new value and innovation by allowing our diverse personnel to fully exercise their abilities in a variety of fields, we will promote the development and empowerment of human resources, which represent our most important management capital.



Maintain and strengthen governance

We will develop an autonomous Group management system that responds to changes in the business environment with agility, and maintain and strengthen our efficient, sound, and transparent governance system.

(2) The Progress of Medium-Term Management Plan 2026

The theme of our “Medium-Term Management Plan 2026” which was started on FY2024 is “No. 1 in each field”. To enhance our competitive advantages to achieve growth through addressing social challenges, we

accelerate “Business Portfolio Transformation”. For that purpose, we focus on “Growth leveraged by strengths” and “Strengthen driving force by growth”. As mentioned in “1. Course of Operations and Operating Results (2) ①Operating Results”, our full-year profit for fiscal 2025 was JPY 600.3 billion, which was the record-high profit. For FY 2026, we plan full-year profit of JPY 630 billion—representing a new record high—taking into account a buffer from the initial target of JPY 660 billion.



① Outline of the initiatives under Medium-term Management Plan 2026

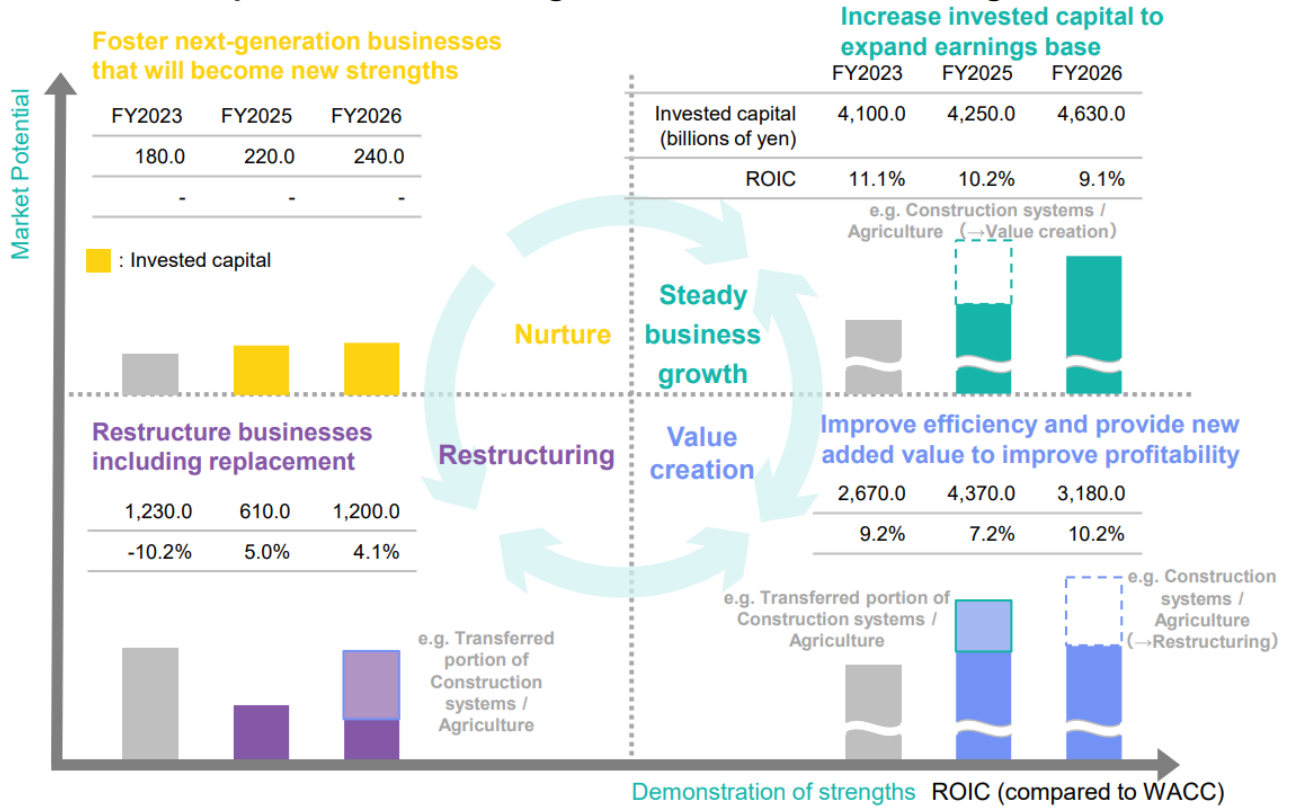
(a) Growth leveraged by strengths

- For the 8 growth areas, the average annual growth rate of base earnings from FY 2023 to FY 2026 is expected to be approximately +11%
- In FY 2025, profit growth in the 8 growth areas increased by JPY 15 billion.
- Following the full acquisition of SCSK, we formulated our Digital & AI Strategy (DAIS) and are working to enhance profitability by leveraging digital technologies and AI at our business frontlines.
- In FY 2026, we plan profit growth of JPY 79.0 billion in the 8 growth areas, driven by organic growth as well as profit contributions from SCSK and a U.S.-based aircraft leasing company.
 - 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

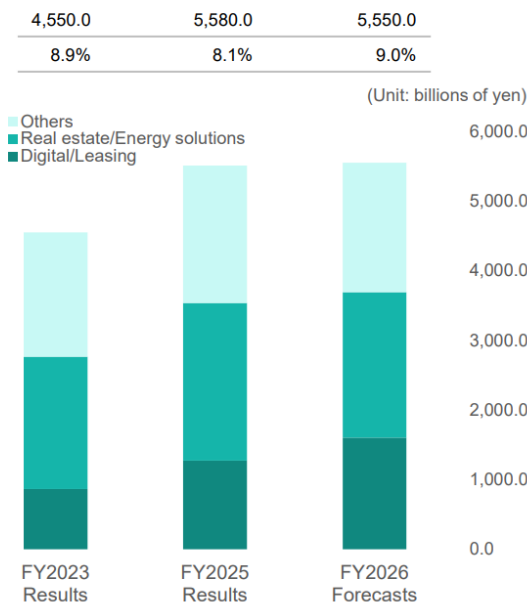
(b) Business Portfolio Transformation

- Monitoring ROIC and WACC by SBU, reviewing the expected role of each business flexibly and aiming to enhance overall portfolio quality.

Invested Capital Allocation Management based on the 4 Strategic Quadrants



Trend in Invested Capital/ROIC of 8 Growth Areas



Progress in fiscal 2025

- Implemented investment into SCSK and reach an agreement regarding investment into U.S.-based aircraft leasing company (completed on April 2026), which strengthen our strength further
- Sale of cross-shareholdings, T-Gaia, Midas, the melon production and sales business in North America, and Sekal AS among others, which further accelerate portfolio metabolism

We executed a transfer agreement on May 2026 and transferred all of the equity interest in the Ambatovy Nickel Business.

(c) Strengthen driving force for growth

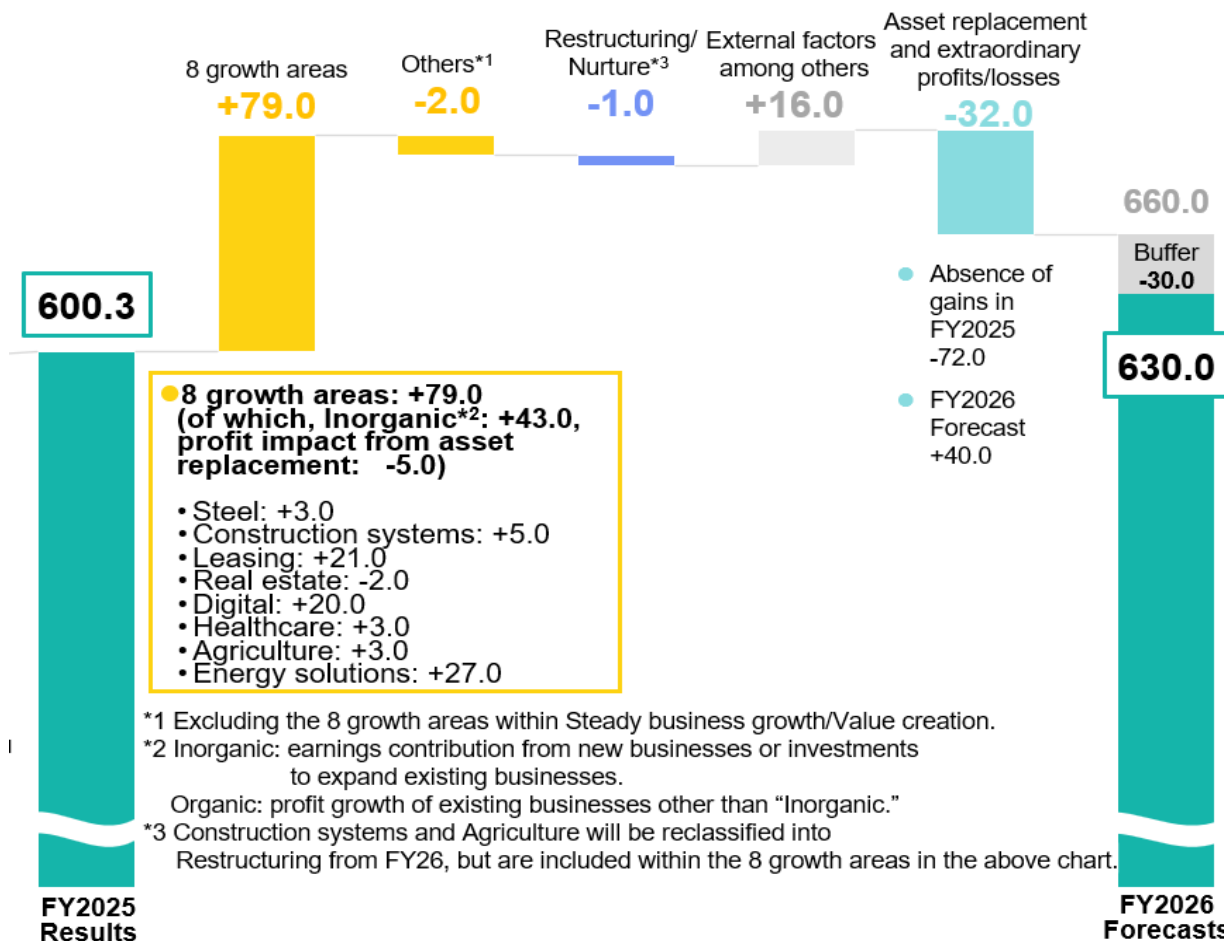
- Progress in initiatives such as developing management talent and line managers, fostering self-directed career development, and driving business reform. Employee engagement has continuously improved
- Progress in projects such as overseas urban development leveraging expertise and know-how gained from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

② Profit Plan and Shareholder Return

(a) Profit Plan

Profit Plan

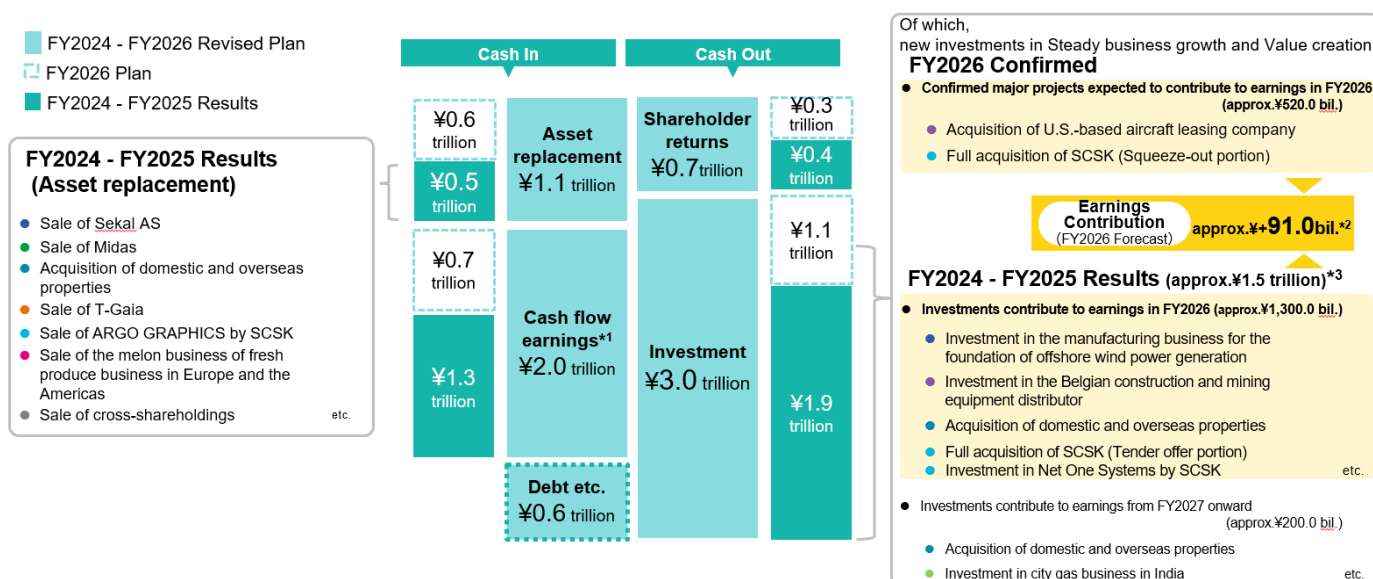
(Unit: billions of yen)



- For FY 2026, we plan full-year profit of JPY 630 billion—representing a new record high—taking into account a buffer (Foreseeable impacts of the situation in the Middle East have been incorporated into our forecasts, and additional allowances have been made in view of ongoing uncertainties in the business environment.) from the initial target of JPY 660 billion.
- Steady growth in the 8 growth areas, led by Digital, Leasing, Real estate, and Energy solutions.
- With further implementation of asset replacement, accelerate business portfolio transformation.

Cash flow allocation

- For the results in FY2024 and FY2025, and plan in FY 2026 are as follows



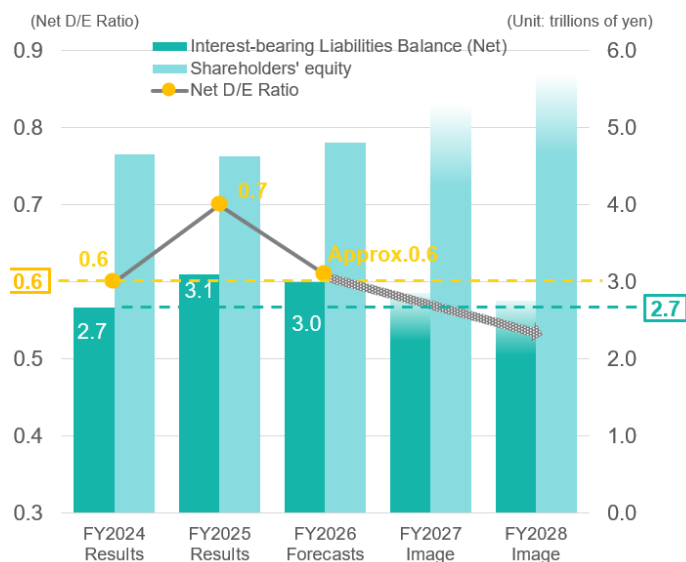
*1 Cash flow earnings = [Gross profit + Selling, general and administrative expenses (excluding provision for doubtful receivables) + Interest expense, net of interest income + Dividends] x (1-Tax rate) + Dividend from investments accounted for using the equity method (excluding dividend associated with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

*2 Excludes earnings contribution from properties and interest expense on investments.

*3 FY2024-FY2025 results: approx. JPY 1.9 trillion difference reflects investments in sustaining CAPEX and Restructuring/Nurture.

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.



(b) Shareholder Return Policy

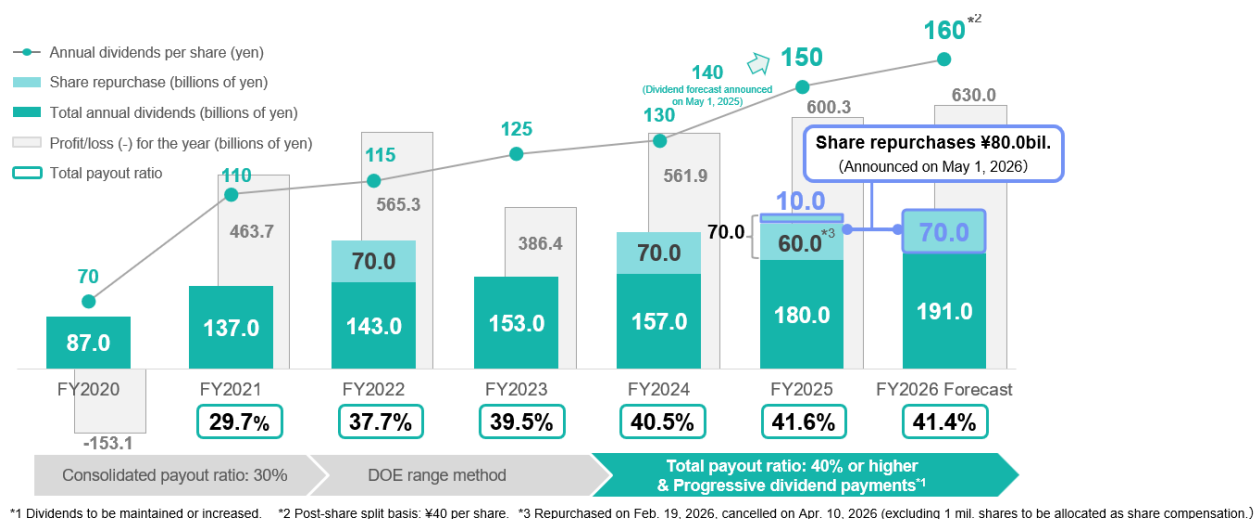
Our shareholder return policy in the Medium-Term Management Plan 2026 and thereafter are as follows:

- Pay dividends and repurchase our shares in a flexible and agile manner with a total payout ratio of 40% or higher
- Further improve dividend stability and increase dividends in line with profit growth through progressive dividend payment (*)

(*) Maintaining or increasing the annual dividend per share compared to the actual results for the previous fiscal year.

With the aim of improving the liquidity of its shares and broadening its investor base, we resolved at the meeting of the Board of Directors held on May 1, 2026 to conduct a stock split at a ratio of four shares for each share of common stock, with an effective date of July 1, 2026.

Based on a full-year profit forecast for FY2026 of JPY630 billion, we plan to pay an annual dividend of JPY 40 (on a pre-stock split basis: JPY160, which is a JPY10 year-on-year increase) for FY2026. Further, as mentioned in the “Course of Operations and Operating Results 1 (2)③ Shareholder Return”, at the meeting of the Board of Directors held on May 1, 2026, resolved to repurchase shares of our common stock up to JPY 80.0 billion (of which JPY 70.0 billion will be allocated as shareholder returns for FY2026).



We will pursue sustainable profit growth and further strengthening our earnings base to enhance our earnings base to enhance shareholder returns and increase shareholder value.

(3) Major sustainability related issues addressed in FY2025

① Update of carbon neutrality target

We have calculated and disclosed emissions across all Scope 3 categories and have updated our carbon neutrality targets. In addition to reducing emissions within our Group, we are also strengthening our initiatives to contribute to the achievement of a carbon-neutral society. For further details, please refer to our “Climate Change” website.

[Climate Change Special Site | Sumitomo Corporation](#)

② Initiatives related to natural capital and respect for human rights

We identified high-risk businesses from the perspectives of both natural capital and respect for human rights. With respect to natural capital, we disclosed our risk response status in line with the TNFD^(*) recommendations. Regarding respect for human rights, we promoted internal education through workshops and other initiatives.

③ Preparations for the application of SSBJ^(*) standards

In the *Yukashoken Houkokusho* (Japanese annual securities report) scheduled to be disclosed in June 2026, we will, with a view to future mandatory disclosure under the SSBJ standards, proactively disclose certain information that is considered useful to investors.

*1: Task Force on Nature-related Financial Disclosures

*2: Sustainability Standards Board of Japan

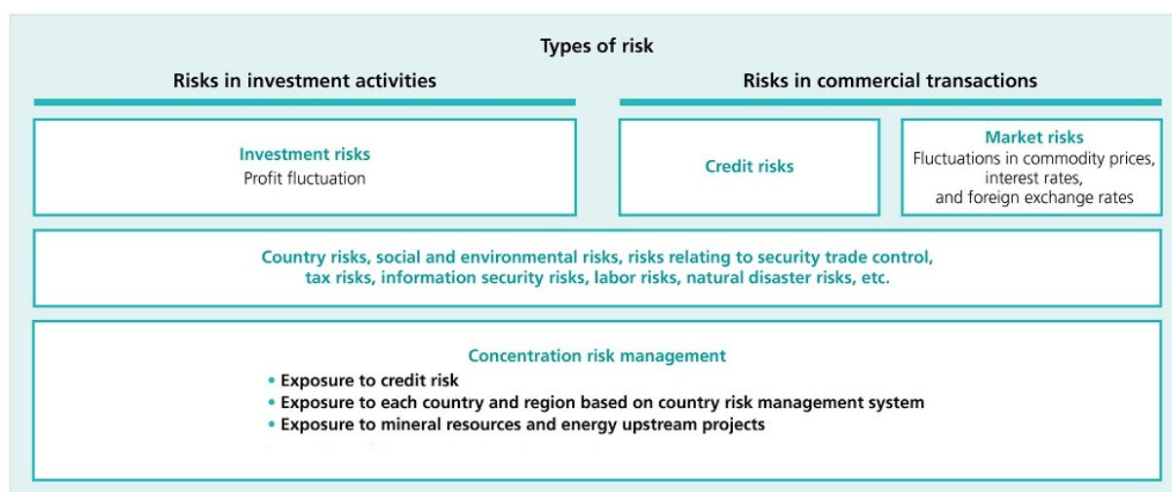
(4) Risk Management

① Basic Principle

We recognize all uncertainties arising from our business activities as “risks” and, based on a balance between risk and return, position the planned and integrated management of such risks as a fundamental policy of our risk management. Across all business activities, we conduct risk management with the objectives of ensuring stable performance, strengthening our business foundation, and maintaining credibility.

In addition, we broadly classify our business activities into “investments” and “trading,” and identify and

manage risk factors specific to each category as well as those common to both. These risk factors also include social and environmental risks, such as human rights risks and climate change risks.



② Risk management-related Governance

The Business Groups and the relevant Corporate Groups make decisions after analyzing and evaluating risk factors associated with their respective business activities under the above framework.

Among these, matters of particular importance from a management perspective are subject to deliberation and decision by the Management Council. In order to conduct comprehensive deliberations on matters submitted to it, the Management Council seeks advice from major committees—such as the Company Investment Committee, the Internal Control Committee, and the Corporate Sustainability Committee—depending on the nature of the matter, and makes decisions based on the input of these committees.

The Board of Directors regularly monitors the status of risk management by the executive side by receiving reports from major committees, including the above-mentioned committees. In addition, it deliberates on matters involving significant risks, such as those that may give rise to issues concerning the Company’s materiality or company-wide policies.

The Audit and Supervisory Committee confirms that the Company’s risk management framework is appropriately operated by, among other things, having Directors who are Audit and Supervisory Committee members attend meetings of the Board of Directors and other major committees, including the above-mentioned committees, and audit the execution of business operations. (For details of our governance structure, please refer to page 24 to26.)

FY 2026 is the final year of Medium-Term Management Plan 2026. We kindly appreciate our shareholders’ continuous support.

(Reference) Policies on holdings of listed shares

As a general rule, the Company will neither acquire nor hold shares in other listed companies for purposes other than pure investment.

However, the Company may decide to hold shares in listed companies in some exceptional cases when the Company determines that it is appropriate. For such determination, the Company will comprehensively assess and verify the

capital cost of individual stocks and the economic rationality and significance of holding the stocks in light of the necessity of partnering or other business needs. Each year, the Board of Directors reviews whether or not the Company's holding of listed shares is appropriate.

If such annual review concludes that specific shareholdings are of little significance, the Company will push ahead with the sale of the shares.

In FY 2025, the Company sold shares of 11 listed stocks (either in whole or in part), amounting to 42 billion yen in total. As of the end of March 2026, the Company's shareholdings in listed companies cover 39 stocks, with the total balance of 179.0 billion yen.

When exercising voting rights, the Company examines various aspects through both quantitative and qualitative approaches in accordance with its own guidelines. Such examination focuses on whether each proposal presented to shareholders will lead to the enhancement of shareholder value and medium- to long term corporate value of both the Company and the investee company. In this way, the Company tries to make adequate decisions as to whether to vote in favor of or against each proposal based on comprehensive judgments.

If an entity holding shares in the Company for purposes other than pure investment indicates its intention to sell the shares, the Company will, in principle, respect such intention, and the business relationship between the entity and the Company will not be affected.

3. Trend of Financial Status and Profit

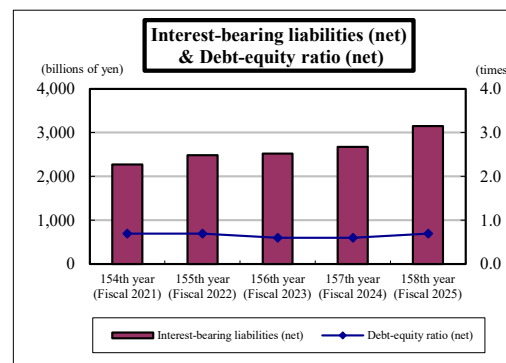
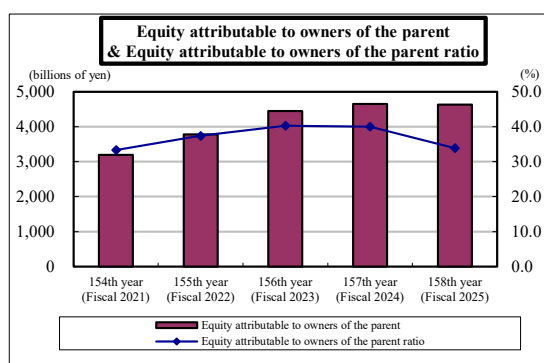
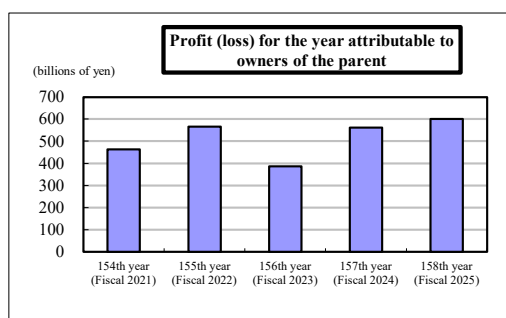
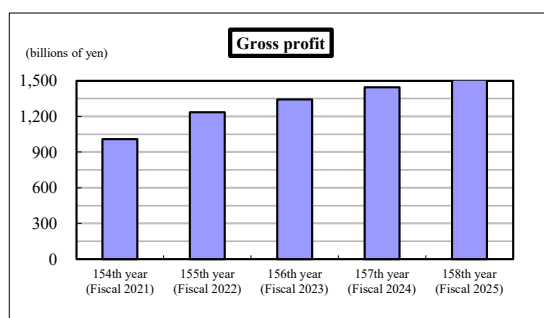
	International Financial Reporting Standards				
	154th year (Fiscal 2021)	155th year (Fiscal 2022)	156th year (Fiscal 2023)	157th year (Fiscal 2024)	158th year (Fiscal 2025)
Revenues (billions of yen)	5,495.0	6,817.9	6,910.3	7,292.1	7,337.3
Gross profit (billions of yen)	1,009.6	1,234.8	1,342.5	1,444.8	1,509.7
Profit for the year attributable to owners of the parent (billions of yen)	463.7	565.3	386.4	561.9	600.3
Earnings per share attributable to owners of the parent (yen)	370.79	452.63	315.87	463.66	499.09
Total assets (billions of yen)	9,582.2	10,105.4	11,032.6	11,631.2	13,638.3
Equity attributable to owners of the parent (billions of yen)	3,197.8	3,778.7	4,445.5	4,648.5	4,628.6
Equity per share attributable to owners of the parent (yen)	2,558.24	3,061.92	3,638.06	3,841.68	3,880.87
ROE (%)	16.2	16.2	9.4	12.4	12.9
ROA (%)	5.3	5.7	3.7	5.0	4.8
Equity attributable to owners of the parent ratio (%)	33.4	37.4	40.3	40.0	33.9
Interest-bearing liabilities (net) (billions of yen)	2,273.7	2,484.4	2,523.4	2,672.5	3,147.2
Debt-equity ratio (net) (times)	0.7	0.7	0.6	0.6	0.7

Notes: 1. Interest-bearing liabilities (net) excludes cash and cash equivalents and time deposits from interest-bearing liabilities.

2. Amounts in billions of yen are rounded to the nearest tenth.

3. We have applied IAS 12 "Income Taxes" (amended in May 2021) from the 156th year.

This change in accounting policy has been applied retrospectively, and the consolidated financial statements for the 155th year have been prepared on a retrospective basis.



4. Principal Lines of Business (as of March 31, 2026)

With its global network, our Group engages in diverse business activities in the following business fields: Steel, Automotive, Transportation & Construction Systems, Diverse Urban Development, Media & Digital, Lifestyle Business, Mineral Resources, Chemical Solutions and Energy Transformation Business. These business activities include sales of a variety of products and services, import and export, trilateral trade, and domestic and international business investment.

5. Status of Principal Operating Locations (as of March 31, 2026)

(1) Domestic

Our head office	Chiyoda-ku, Tokyo	
Our regional main offices	6 offices	Hokkaido (Sapporo), Tohoku (Sendai), Chubu (Nagoya), Kansai (Osaka), Chugoku (Hiroshima), Kyushu (Fukuoka)
Our branch offices	4 offices	Hamamatsu, Shikoku (Takamatsu), Niihama, Nagasaki

Our domestic incorporated subsidiaries	3 subsidiaries	Sumitomo Corporation Hokkaido Co., Ltd., Sumitomo Corporation Tohoku Co., Ltd., Sumitomo Corporation Kyushu Co., Ltd.
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Note: These 3 domestic incorporated subsidiaries have 10 head, branch or other offices.

(2) Overseas

Our branch offices and sub-branch offices	4 offices	Johannesburg Branch, Kyiv Branch, Almaty Branch, Astana Sub-Branch Office
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Note: In addition to the above, we have 21 overseas representative offices.

Our overseas incorporated subsidiaries	35 subsidiaries	Sumitomo Corporation of Americas (US), Sumitomo Corporation do Brasil S.A., Sumitomo Corporation Europe Limited (UK), Sumitomo Corporation Africa Proprietary Limited(South Africa), Sumitomo Corporation Middle East FZE (UAE), Sumitomo Corporation (Central Eurasia) LLC (Russia), Sumitomo Corporation Asia & Oceania Pte. Ltd. (Singapore), Sumitomo Corporation (China) Holding Ltd., Sumitomo Corporation (Shanghai) Limited, etc.
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Note: These 35 overseas incorporated subsidiaries have 78 head, branch or other offices.

6. Status of Work Force (as of March 31, 2026)

(1) Number of Employees of the Sumitomo Corporation Group

Segment	Number of employees
Steel	4,940
Automotive	8,767
Transportation & Construction Systems	11,496
Diverse Urban Development	4,924
Media & Digital	21,583
Lifestyle Business	16,885
Mineral Resources	867
Chemical Solutions	6,912
Energy Transformation Business	3,306
Others	2,808
Total	82,488 (decrease of 839 compared with the end of the previous fiscal year)

(2) Number of Employees of the Company

Total 5,056 (decrease of 30 compared with the end of the previous fiscal year)

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

7. Status of Important Subsidiaries

(1) Particulars regarding Consolidated Subsidiaries and Other Associated Companies

	155th year (Fiscal 2022)	156th year (Fiscal 2023)	157th year (Fiscal 2024)	158th year (Fiscal 2025)
Number of consolidated subsidiaries	304	302	315	327
Number of associated companies	193	187	192	192

Note: Among the affiliated companies held by consolidated subsidiaries, companies that are consolidated or accounted for using the equity method by the relevant consolidated subsidiary (as of March 31, 2026: 346 subsidiaries and 73 equity-method affiliates) are excluded from the number of companies presented in the table above.

(2) Particulars regarding Major Consolidated Subsidiaries and Associated Companies

Segment	Company name	Major lines of business
Steel	Edgen Group Inc. (C)	Distributor of line pipes for energy industry in North America
	Sumitomo Corporation Global Metals Co., Ltd. (C)	Domestic and international trading of steel products and related business
Automotive	Sumitomo Corporation Power and Mobility Co., Ltd. (C)	Import and export of automobiles, railcars, electric power project facilities, and their components
	Sumitomo Mitsui Auto Service Company, Limited (A)	Auto leasing business and related services
Transportation & Construction Systems	SMS Construction and Mining Systems Inc. (C)	Holding and management company of Komatsu distributor and other business
	Sumitomo Mitsui Finance and Leasing Company, Limited (A)	Leasing business
Diverse Urban Development	Sumisho Global Logistics Co., Ltd. (C)	International, marine transport business, logistics center business and trade agency service
	IG Kogyo Co., Ltd. (C)	Manufacturing and sales of insulated exterior wall materials, and metal roofs for construction
Media & Digital	SCSK Corporation (C)	System Integration, IT infrastructure implementation, IT management, BPO (Business Process Outsourcing) , and IT hardware software sales

	JCOM Co., Ltd.	(A)	Operation of multiple cable TV systems (Multiple System Operator) and channels (Multiple Channel Operator)
Lifestyle Business	Summit, Inc.	(C)	Supermarket chain
	Fyffes Limited	(C)	Fresh produce production and wholesale business operator in Europe and the Americas
Mineral Resources	Sumisho Coal Australia Holdings Pty Ltd.	(C)	Investment in coal mines in Australia
	Oresteel Investments (Proprietary) Limited	(A)	Investment in Assmang iron ore and manganese mine in South Africa
Chemical Solutions	Sumitomo Shoji Chemicals Co., Ltd.	(C)	Domestic and international trade of chemicals and electronic materials
	Sumi Agro Europe Limited	(C)	Agricultural material business in Europe
Energy Transformation Business	PT. Central Java Power	(C)	Leasing operations of power plants in Indonesia
	Summit Energy Corporation	(C)	Development, ownership and management of power plants, and electric power sales in Japan
Others	Sumitomo Corporation of Americas	(C)	Export, import and wholesale
	Sumitomo Corporation Europe Limited	(C)	Export, import and wholesale

Note: (C) and (A) stand for “consolidated subsidiaries” and “associated companies”, respectively.

8. Principal Lenders and Loans Payable (as of March 31, 2026)

Name of Lender	Loans payable (in millions of yen)
Sumitomo Mitsui Banking Corporation	360,000
MUFG Bank, Ltd.	315,750
Mizuho Bank, Ltd.	210,000
Development Bank of Japan Inc.	180,000
The Norinchukin Bank	155,000
Sumitomo Mitsui Trust Bank, Limited	149,649
SUMITOMO LIFE INSURANCE COMPANY	103,000
Meiji Yasuda Life Insurance Company	86,000
Shinkin Central Bank	75,000

Nippon Life Insurance Company	67,888
Others	786,642
Total of loans payable by the Company	2,488,929
Total of loans payable by consolidated subsidiaries of the Company	771,215
Total of consolidated loans payable	3,260,144

9. Status of Fund Raising

With respect to fund raising, in addition to using means such as long-term and short-term borrowing and the issuance of commercial paper, our group has been issuing unsecured straight bonds as follows:

By the Company

Issue	Issue amount	Issue date	Maturity date	Annual rate (%)
69th series Yen-Denominated Unsecured Straight Bond	13.4 billion yen	January 2026	January 2028	1.371%
70th series Yen-Denominated Unsecured Straight Bond	32.5 billion yen	January 2026	January 2029	1.640%
71th series Yen-Denominated Unsecured Straight Bond	24.4 billion yen	January 2026	January 2031	1.933%
72th series Yen-Denominated Unsecured Straight Bond	16.3 billion yen	January 2026	January 2031	Daily cumulative compound interest rate (TONA)+0.37%
73th series Yen-Denominated Unsecured Straight Bond	13.4 billion yen	January 2026	January 2036	2.518%
7th series Dollar-Denominated Unsecured Straight Bond	500 million US Dollar (78.8 billion yen)	March 2026	March 2031	4.200%
8th series Dollar-Denominated	500 million US Dollar	March 2026	March 2036	4.900%

Unsecured Straight Bond	(78.8 billion yen)			
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By the Company's Consolidated Subsidiaries

The 3.6 billion yen bond issued by Sumitomo Corporation Capital Europe plc (UK), based on a Euro Medium Term Note Programme established together with the Company

10. Status of Capital Investment

Diverse Urban Development Business Group sold office building in Japan. In addition, it acquired office building and land for office building in Japan.

II. Particulars regarding the Shares of the Company (as of March 31, 2026)

1. Number of Shares Authorized for Issuance 2,000,000,000 shares

2. Number of Issued Shares 1,211,426,667 shares

(increase of 327,300, compared with the end of the previous fiscal year/
including treasury stock 18,766,168 shares)

Note: The increase in the number of issued shares is due to the issuance of common shares as restricted performance share unit-based remuneration on August 29, 2025.

3. Number of Shareholders 301,904 Persons

(increase of 836 compared with the end of the previous fiscal year)

4. Number of Shares in One Voting Unit 100 shares

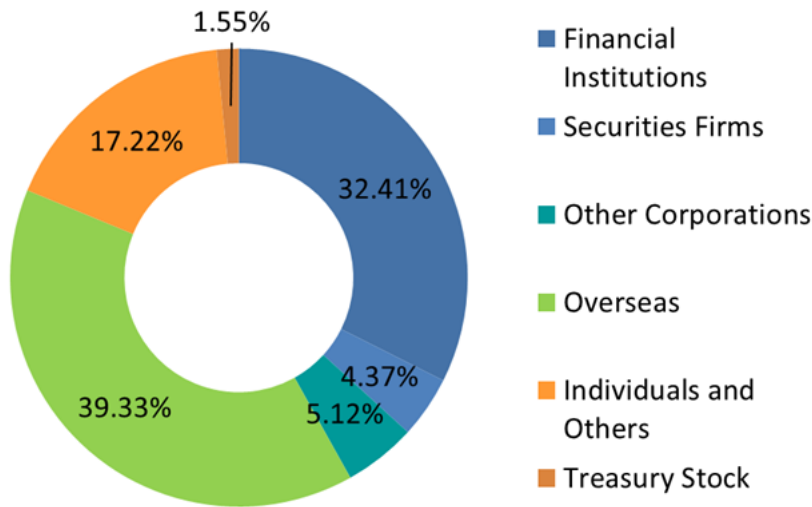
5. Major Shareholders

Name of Shareholder	Number of shares (thousands of shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (trust account)	188,776	15.83
STATE STREET BANK AND TRUST COMPANY 505104	116,625	9.78
Custody Bank of Japan, Ltd. (trust account)	64,456	5.40
SUMITOMO LIFE INSURANCE COMPANY	31,460	2.64
CITIBANK, N. A. -NY. AS DEPOSITARY BANK FOR DEPOSITARY SHARE HOLDERS	22,013	1.85
STATE STREET BANK AND TRUST COMPANY 505001	20,581	1.73
JP MORGAN CHASE BANK 385642	19,103	1.60
JP MORGAN CHASE BANK 385781	14,752	1.24
THE CHASE MANHATTAN BANK, N. A. LONDONSECS LENDING OMNIBUS ACCOUNT	12,693	1.06
Barclays Securities Japan Limited	11,349	0.95

Note: 1. The Company owns 18,766,168 shares of treasury stock, which is excluded from the above list.

2. The shareholding ratio is calculated by dividing the number of shares held by the number of shares outstanding—which is derived by deducting treasury stock from the total number of

(Reference)
Shareholders Composition



6. The State of Shares Granted to the Company's Officers as Remuneration in Fiscal 2025

	Class and number of shares	Number of officers to whom such shares were granted
Directors (excluding Outside Directors)	135,900 common shares	4 persons

Note: No such shares were granted to Outside Directors as the compensation for its execution of duties during fiscal 2025.

7. Other Important Matters regarding the Shares of the Company

We resolved at the meeting of the Board of Directors held on May 1, 2025 to repurchase shares of our common stock pursuant to Article 156 of the Companies Act of Japan, as applied pursuant to Paragraph 3, Article 165 of the Act in order to improve capital efficiency and to enhance shareholder returns. All repurchased shares excluding those to be allocated as stock compensation (1 million shares) were cancelled as follows.

Class of shares repurchased	Common stock
Total number of shares repurchased	17,714,775 shares
Aggregate repurchased amount	79,999,446,100yen
Period for repurchases	From May 2, 2025 to February 19, 2026

At the meeting of the Board of Directors held on May 24, 2026, we resolved to issue new shares as follows for the purpose of allocation to officers and employees of our subsidiaries and sub-subsidiaries.

Class of shares issued	Common stock
Total number of shares issued	403,292 shares
Allottees	A total of 57 officers and employees of our

	subsidiaries and sub-subsidiaries
Issue date	April 20, 2026

At the meeting of its Board of Directors held on May 1, 2026, we resolved to conduct a share split, whereby each share of common stock on the record date of June 30, 2026 will be split into four shares. By lowering the stock price per investment unit of the Company's 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. Total number of shares authorized to be issued after the share split will be 8,000,000,000.

At the meeting of the Board of Directors held on May 1, 2026, we resolved to repurchase shares of our common stock as follows. All shares to be repurchased are scheduled to be cancelled on April 9, 2027, in accordance with the resolution of the same meeting of the Board of Directors.

Class of shares to be repurchased	Common stock
Total number of shares to be repurchased	Up to 22 million shares
Aggregate repurchase amount	Up to 80 billion yen
Period for repurchases	From May 7 2026 to March 31, 2027
Method of repurchases	Purchase on the Tokyo Stock Exchange

Note: After the effective date of the share split (July 1, 2026), the maximum total number of shares to be acquired will be 88,000,000 shares.

III. Particulars regarding the New Share Acquisition Rights, etc. of the Company

New Share Acquisition Rights Held by the Company's Directors, etc. as of the Final Day of this Fiscal Year

New Share Acquisition Rights in the Form of Stock Options for a Stock-Linked Compensation Plan

(A) Summary of the new share acquisition rights

Date issued	Total number of the new share acquisition rights	Type and number of shares subject to the new share acquisition rights	Number of shares for each new share acquisition right	Issuing price	Exercise price per share	Exercise period
July 31, 2006 (the 1 st)	1 right	Common Shares 1,000 shares	1,000 shares	Issued without consideration	¥1	10 years from the day following the day on which the person allocated the new share acquisition right becomes neither a Director nor an Executive Officer
July 31, 2007 (the 2 nd)	29 rights	Common Shares 2,900 shares	100 shares	Issued without consideration	¥1	10 years from the day following the day on which the person allocated the new share acquisition right becomes neither a Director nor an Executive Officer
July 31, 2008 (the 3 rd)	39 rights	Common Shares 3,900 shares	100 shares	Issued without consideration	¥1	10 years from the day following the day on which the person allocated the new share acquisition right becomes neither a Director nor an Executive Officer
July 31, 2009 (the 4 th)	102 rights	Common Shares 10,200 shares	100 shares	Issued without consideration	¥1	10 years from the day following the day on which the person allocated the new share acquisition right becomes neither a Director nor an Executive Officer

July 31, 2010 (the 5 th)	86 rights	Common Shares 8,600 shares	100 shares	Issued without consideration	¥1	10 years from the day following the day on which the person allocated the new share acquisition right becomes neither a Director nor an Executive Officer
July 31, 2011 (the 6 th)	86 rights	Common Shares 8,600 shares	100 shares	Issued without consideration	¥1	10 years from the day following the day on which the person allocated the new share acquisition right becomes neither a Director nor an Executive Officer
July 31, 2012 (the 7 th)	206 rights	Common Shares 20,600 shares	100 shares	Issued without consideration	¥1	10 years from the day following the day on which the person allocated the new share acquisition right becomes neither a Director nor an Executive Officer
July 31, 2013 (the 8 th)	280 rights	Common Shares 28,000 shares	100 shares	Issued without consideration	¥1	10 years from the day following the day on which the person allocated the new share acquisition right becomes neither a Director nor an Executive Officer

August 1, 2014 (the 9 th)	260 rights	Common Shares 26,000 shares	100 shares	Issued without consideration	¥1	10 years from the day following the day on which the person allocated the new share acquisition right becomes neither a Director nor an Executive Officer
July 31, 2015 (the 10 th)	378 rights	Common Shares 37,800 shares	100 shares	Issued without consideration	¥1	10 years from the day following the day on which the person allocated the new share acquisition right becomes neither a Director nor an Executive Officer
August 2, 2016 (the 11 th)	726 rights	Common Shares 72,600 shares	100 shares	Issued without consideration	¥1	10 years from the day following the day on which the person allocated the new share acquisition right becomes neither a Director nor an Executive Officer
July 31, 2017 (the 12 th)	647 rights	Common Shares 64,700 shares	100 shares	Issued without consideration	¥1	10 years from the day following the day on which the person allocated the new share acquisition right becomes neither a Director nor an Executive Officer

Note: The amount to be paid for exercising a new share acquisition right shall be the exercise price per share, multiplied by the number of shares for every right.

(B) Total number of persons holding the new share acquisition rights and rights held by such persons (breakdown)

Date issued	Directors (excluding those who are Audit & Supervisory Committee Members or Outside Directors concurrently)		Audit & Supervisory Committee Member		Executive Officers (excluding those who are Directors concurrently)		Employees or others	
	Total number of persons holding the new share acquisition rights	Total number of the new share acquisition rights held by persons	Total number of persons holding the new share acquisition rights	Total number of the new share acquisition rights held by persons	Total number of persons holding the new share acquisition rights	Total number of the new share acquisition rights held by persons	Total number of persons holding the new share acquisition rights	Total number of the new share acquisition rights held by persons
July 31, 2006 (the 1 st)	0 person	0 right	0 person	0 right	0 person	0 right	1 person	1 right
July 31, 2007 (the 2 nd)	0 person	0 right	0 person	0 right	0 person	0 right	1 person	29 rights
July 31, 2008 (the 3 rd)	0 person	0 right	0 person	0 right	0 person	0 right	1 person	39 rights
July 31, 2009 (the 4 th)	0 person	0 right	0 person	0 right	0 person	0 right	1 person	102 rights
July 31, 2010 (the 5 th)	0 person	0 right	0 person	0 right	0 person	0 right	1 person	86 rights
July 31, 2011 (the 6 th)	0 person	0 right	0 person	0 right	0 person	0 right	1 person	86 rights
July 31, 2012 (the 7 th)	2 persons	52 rights	0 person	0 right	0 person	0 right	1 persons	154 rights
July 31, 2013 (the 8 th)	3 persons	74 rights	0 person	0 right	0 person	0 right	3 persons	206 rights
August 1, 2014 (the 9 th)	2 persons	48 rights	1 person	24 rights	0 person	0 right	3 persons	188 rights
July 31, 2015 (the 10 th)	2 persons	62 rights	1 person	22 rights	0 person	0 right	6 persons	294 rights
August 2, 2016 (the 11 th)	3 persons	156 rights	1 person	32 rights	0 person	0 right	10 persons	538 rights
July 31, 2017 (the 12 th)	3 persons	126 rights	1 person	40 rights	0 person	0 rights	12 persons	481 rights

Note: We do not grant new share acquisition rights in the form of stock options for a stock-linked compensation plan to Audit & Supervisory Committee Members, Outside Directors and others. The new share acquisition rights held by the above Audit & Supervisory Committee Members and others are rights granted to them when they assumed the position of Directors or Executive Officers.

IV. Particulars regarding the Company's Directors

1. Status of the Directors (as of March 31, 2026)

Name	Position in the Company	Particulars of important posts concurrently held	Attendance in meetings of the Board of Directors
Masayuki Hyodo	Chairman of the Board of Directors	Outside Director, Mitsui O.S.K. Lines, Ltd. Outside Director, Sony Group Corporation	16 of 16 meetings (100%)
Toshikazu Nambu	Director, Vice Chairman	Outside Director, DAIWA HOUSE INDUSTRY CO., LTD.	16 of 16 meetings (100%)
Shingo Ueno	Representative Director, President and Chief Executive Officer	Chief Executive Officer	16 of 16 meetings (100%)
Takayuki Seishima	Representative Director, Executive Vice President	(Corporate Group)	16 of 16 meetings (100%)
Reiji Morooka	Representative Director, Executive Vice President	Chief Financial Officer	16 of 16 meetings (100%)
Akiko Ide	Outside Director ^{*1}	Outside Director (Audit & Supervisory Committee Member), Tohoku Electric Power Co., Inc. ^{*5}	16 of 16 meetings (100%)
Takashi Mitachi	Outside Director ^{*1}	Outside Director, Rakuten Group, Inc. ^{*4} Outside Director, DMG MORI CO., LTD. ^{*4} Outside Director, Tokio Marine Holdings, Inc. ^{*4}	16 of 16 meetings (100%)
Takahisa Takahara	Outside Director ^{*1}	President & CEO, UNICHARM CORPORATION ^{*5} Outside Director, Nomura Holdings, Inc. ^{*4}	16 of 16 meetings (100%)
Haruyasu Asakura	Outside Director ^{*1}	Outside Director (Audit & Supervisory Committee Member), SAKAI HEAVY INDUSTRIES, LTD. ^{*4}	16 of 16 meetings (100%)
Nana Otsuki	Outside Director ^{*1}	Outside Audit & Supervisory Board Member, Tokio Marine Holdings, Inc. ^{*4} Senior Fellow, Pictet Asset Management (Japan) Ltd. ^{*4}	16 of 16 meetings (100%)

Name	Position in the Company	Particulars of important posts concurrently held	Attendance in meetings of the Board of Directors	Attendance in meetings of Audit & Supervisory Board/ Audit & Supervisory Committee
Daisuke Mikogami	Director, Full-Time Audit & Supervisory Committee Member, Chairperson of the Audit & Supervisory Committee		16 of 16 meetings (100%)	Audit & Supervisory Board: 6 of 6 meetings (100%) Audit & Supervisory Committee: 11 of 11 meetings (100%)
Kazunari Sakata	Director, Full-Time Audit & Supervisory Committee Member		16 of 16 meetings (100%)	Audit & Supervisory Board: 6 of 6 meetings (100%) Audit & Supervisory Committee: 11 of 11 meetings (100%)
Yukiko Nagashima*2	Outside Director, Audit & Supervisory Committee Member*1	Audit & Supervisory Board Member (full-time), Recruit Holdings Co., Ltd. *4 Audit & Supervisory Board Member (full-time), Recruit Co., Ltd. *5	16 of 16 meetings (100%)	Audit & Supervisory Board: 6 of 6 meetings (100%) Audit & Supervisory Committee: 11 of 11 meetings (100%)
Nobuo Inada	Outside Director, Audit & Supervisory Committee Member*1	Attorney at Law Outside Director, Member of the Audit and Supervisory Committee, Nomura Securities Co.,Ltd. *4 Outside Audit & Supervisory Board Member, Japan Tobacco Inc. *4	16 of 16 meetings (100%)	Audit & Supervisory Board: 6 of 6 meetings (100%) Audit & Supervisory Committee:

				11 of 11 meetings (100%)
Taisei Kunii*3	Outside Director, Audit & Supervisory Committee Member*1	Certified Public Accountant Outside Director (Audit & Supervisory Committee Member), MS&AD Insurance Group Holdings, Inc. *4	16 of 16 meetings (100%)	Audit & Supervisory Board: 6 of 6 meetings (100%) Audit & Supervisory Committee: 11 of 11 meetings (100%)

- Notes:
1. Individuals marked with *1 meet the requirements of an Outside Director specified by Article 2 Item 15 of the Companies Act. The individuals marked with *1 also meet the criteria for independence set by the financial instruments exchange that we are listed on, and in our internal rules "Standards for Appointment and Independence of Outside Directors". The Company has designated all these individuals as independent directors based on the exchanges' respective provisions.
 2. *2 Ms. Yukiko Nagashima resigned from her position Outside Director of Japan Tobacco Inc. *4 on March 25, 2026.
 3. *3 Mr. Taisei Kunii is qualified as a certified public accountant, and thus has a respectable degree of knowledge regarding finance and accounting.
 4. *4 No special relationship exists between the Company and Rakuten Group, Inc., DMG MORI CO., LTD., Tokio Marine Holdings, Inc., Nomura Holdings, Inc., Nomura Securities Co.,Ltd., SAKAI HEAVY INDUSTRIES, LTD., Pictet Asset Management (Japan) Ltd., Recruit Holdings Co., Ltd., Japan Tobacco Inc. and MS&AD Insurance Group Holdings, Inc..
 5. *5 the Company has business transactions with Tohoku Electric Power Co., Inc. and Recruit Co., Ltd.. The Company and UNICHARM CORPORATION jointly invest in the Hartz Mountain Corporation, and this investment is based on a shareholders' agreement between the two companies. The Company pays outsourcing fees to Recruit Co., Ltd., however, the amount is negligible – less than 0.01% of Recruit Co., Ltd.'s net sales.
 6. *6 The Company transitioned from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee as of the conclusion of the 157th Annual General Meeting of Shareholders held on June 20, 2025.
 7. *7 Pursuant to Article 427, Paragraph 1 of the Companies Act, the Company has concluded a limitation of liability contract with each of the Directors (excluding executive directors, etc.), limiting the liability of each of them to the amount stipulated by law, provided that each of them has acted in good faith and without gross negligence.
 8. *8 The Company has concluded a Directors and Officers Liability Insurance Contract as stipulated in Article 430-3, Paragraph 1 of the Companies Act with an insurance company, designating all or some of Directors, Audit & Supervisory Board Members, Executive Officers, etc., the Company, as well as those of its consolidated subsidiaries and associated companies (hereinafter, "Directors and Officers") as insured persons. Under this contract, Directors and Officers are indemnified against damages, etc. that may arise from the bearing of liability regarding the execution of their duties or from lawsuits brought against them with regard to the said liability, provided, however, that there are certain grounds for exemption, such as no compensation offered for damages arising from actions taken by Directors and Officers with knowledge that such actions violate laws and regulations. The full amount of insurance premiums under the contracts are borne by the Company.
 9. *9 The Company has appointed Daisuke Mikogami and Kazunari Sakata, who are familiar with the Company's business operations, as full-time members of the Audit & Supervisory Committee in order to ensure the effectiveness of audits and supervision by the Audit & Supervisory Committee.

2. Status of activities of Outside Directors and Audit & Supervisory Committee Members

	Status of main activities/expectations and roles
Akiko Ide	<p>Ms. Ide has broad knowledge and many years of experience in the fields of information and communications, business management and corporate governance, etc. accumulated mainly through working at a major telecommunications carrier, as a group company executive and as a full-time Audit & Supervisory Board Member of the parent (holding) company. Based on such knowledge and experience, she actively made comments and provided useful advice and suggestions from an objective and independent point of view with regard to various important management issues including the promotion of DX (digital transformation) and internal control at the meetings of Board of Directors and the offsite meetings by board members as well. Through these efforts, she has contributed to ensuring appropriate decision-making by the Board of Directors and enhancing management supervisory functions. Furthermore, as a member of the “Nomination and Remuneration Advisory Committee”, she played an important role in the committee and contributed to further enhancing the independence, objectivity, and transparency of the nomination and remuneration process for Directors and executive management therefore fulfilling the role which we expect from her.</p>
Takashi Mitachi	<p>Mr. Mitachi has broad knowledge and many years of experience in the fields of business management and enterprise risk management accumulated mainly through serving in several key positions at a major US consulting firm or as an Outside Director for private companies. Based on such knowledge and experience, he actively made comments and provided useful advice and suggestions from an objective and independent point of view with regard to various important management issues including the management strategies and how the risk management should be conducted at the meetings of Board of Directors and the offsite meetings by board members as well. Through these efforts, he has contributed to ensuring appropriate decision-making by the Board of Directors and enhancing management supervisory functions.</p> <p>Furthermore, as a chair of the “Nomination and Remuneration Advisory Committee”, he played an important role in the committee and contributed to further enhancing the independence, objectivity, and transparency of the nomination and remuneration process for Directors and executive management therefore fulfilling the role which we expect from him.</p>
Takahisa Takahara	<p>Mr. Takahara has broad knowledge and a wealth of experience in the fields of business management accumulated mainly through serving as an executive for major consumer goods manufacturer or as an outside director for private companies. Based on such knowledge and experience, he actively made comments and provided useful advice and suggestions from an objective and independent point of view with regard to various important management issues including the management strategies and risk management at the meetings of Board of Directors and the offsite meetings by board members as well. Through these efforts, he has contributed to ensuring appropriate decision-making by the Board of Directors and enhancing management supervisory functions. Furthermore, as a member of the “Nomination and Remuneration Advisory Committee”, he played an important role in the committee and contributed to further</p>

	enhancing the independence, objectivity, and transparency of the nomination and remuneration process for Directors and executive management therefore fulfilling the role which we expect from him.
Haruyasu Asakura	Mr. Asakura has broad knowledge and a wealth of experience in the fields of M&A and business management accumulated mainly through serving as an executive for private equity fund investment companies or as an outside director for private companies. Based on such knowledge and experience, he actively made comments and provided useful advice and suggestions from an objective and independent point of view with regard to various important management issues including the investment and management strategies at the meetings of Board of Directors and the offsite meetings by board members as well. Through these efforts, he has contributed to ensuring appropriate decision-making by the Board of Directors and enhancing management supervisory functions therefore fulfilling the role which we expect from him.
Nana Otsuki	Ms. Otsuki has broad knowledge and a wealth of experience in the fields of market analysis and corporate governance accumulated mainly through serving in several key positions at leading securities firms, as a university professor or as an outside director for private companies. Based on such knowledge and experience, she actively made comments and provided useful advice and suggestions from an objective and independent point of view with regard to various important management issues including the management analysis based on market evaluation and expectation, and corporate governance at the meetings of Board of Directors and the offsite meetings by board members as well. Through these efforts, she has contributed to ensuring appropriate decision-making by the Board of Directors and enhancing management supervisory functions therefore fulfilling the role which we expect from her.
Yukiko Nagashima	Ms. Nagashima has advanced expertise and a wealth of experience in the fields of business management and corporate governance, accumulated mainly through serving as a full-time Audit & Supervisory Board Member of a major integrated human resources services company (holding company), as an executive of its group companies, and as an outside officer of private companies. Based on such knowledge and experience, she actively made comments and provided useful advice and suggestions from an objective and independent point of view with regard to various important management issues, including business investments at the meetings of Board of Directors and the offsite meetings by board members as well. Furthermore, at meetings of the Audit & Supervisory Committee, from an objective and independent standpoint, she made remarks, ask questions and expressing opinions as necessary, on the agendas including how to deal with internal control issues, human resource management, and the enhancement of audit functions. Through these efforts, she has contributed to ensuring appropriate decision-making by the Board of Directors and enhancing management supervisory functions, and has conducted audits from multifaceted perspectives, thereby fulfilling the role expected of her.

Nobuo Inada	<p>Mr. Inada has advanced expertise and a wealth of experience in legal matters, accumulated mainly through his career as a prosecutor and an attorney-at-law. Based on such knowledge and experience, he actively made comments and provided useful advice and suggestions from an objective and independent point of view with regard to various important management issues, including group internal controls at the meetings of Board of Directors and the offsite meetings by board members as well. Furthermore, at meetings of the Audit & Supervisory Committee, from an objective and independent standpoint, he made remarks, ask questions and expressing opinions as necessary, on the agendas including ensuring the effectiveness of internal audits and compliance, and the importance of addressing issues related to human resources and organizational management. Through these efforts, he has contributed to ensuring appropriate decision-making by the Board of Directors and enhancing management supervisory functions, and has conducted audits from multifaceted perspectives, thereby fulfilling the role expected of him.</p>
Taisei Kunii	<p>Mr. Kunii has advanced expertise and a wealth of experience in finance and accounting, as well as in corporate auditing, accumulated mainly through his career as a certified public accountant. Based on such knowledge and experience, he actively made comments and provided useful advice and suggestions from an objective and independent point of view with regard to various important management issues, including appropriate accounting treatments at the meetings of Board of Directors and the offsite meetings by board members as well. Furthermore, at meetings of the Audit & Supervisory Committee, from an objective and independent standpoint, he made remarks, ask questions and expressing opinions as necessary, on the agendas including strengthening risk management related to investment projects and business operations, and ensuring appropriate accounting treatments. Through these efforts, he has contributed to ensuring appropriate decision-making by the Board of Directors and enhancing management supervisory functions, and has conducted audits from multifaceted perspectives, thereby fulfilling the role expected of him.</p>

3. Total Amount of Remuneration of the Company's Directors and Audit & Supervisory Board Members

(in millions of yen)

Classification		Number of payees	Total amount of remuneration pertaining to this fiscal year	Breakdown Monthly remuneration (Director**1-1 and **2-1 Audit & Supervisory Board Member**1-4 Director who are Audit & Supervisory Committee Member**2-4)	Performance linked bonuses**1-2 and **2-2	Restricted performance share unit-based remuneration	
						After June 2024, Before June 2025** 1-3	After June 2025**2-3
Directors (excluding those who are Audit & Supervisory Committee Members)	Internal	6	1,261	438	291	100	431
	Outside	5	116	116	—	—	—
	Total	11	1,377	554	291	100	431
Director who are Audit & Supervisory Committee Member	Internal	2	81	81	—	—	—
	Outside	3	54	54	—	—	—
	Total	5	135	135	—	—	—
Audit & Supervisory Board Members	Internal	2	25	25	—	—	—
	Outside	3	17	17	—	—	—
	Total	5	41	41	—	—	—

Notes 1. The total amount of remuneration of Directors and remuneration of Audit & Supervisory Board Members has been resolved as follows at the past general meetings of shareholders. The Company transitioned from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee as of the conclusion of the 157th Annual General Meeting of Shareholders held on June 20, 2025.

	The date of general meetings of shareholders (all of them are Ordinary General Meeting of Shareholders)	Number of officers at the time of resolution	Upper limit of the amount/number of remuneration per year
(Before the transition to a company with an Audit & Supervisory Committee)			
**1-1	June 21, 2024	11 Directors (including 5 Outside Directors)	¥700 million (for Outside Directors, ¥200 million)
**1-2	June 21, 2024	4 Directors (excluding the Chairman of the Board, the Vice Chairman and Outside Directors)	¥750 million
**1-3	June 21, 2024	6 Directors (excluding Outside Directors)	¥2,600 million / 600 thousand shares
**1-4	June 21, 2013	5 Audit & Supervisory Board Members (including 3 Outside Audit & Supervisory)	¥180 million

		Board Members)	
(After the transition to a company with an Audit & Supervisory Committee)			
※2-1	June 20, 2025	10 Directors who are not Audit & Supervisory Committee Members (including 5 Outside Directors)	¥700 million (for Outside Directors, ¥200 million)
※2-2	June 20, 2025	3 Directors (excluding who are Audit & Supervisory Committee Members, the Chairman of the Board, the Vice Chairman and Outside Directors):	¥750 million
※2-3	June 20, 2025	5 Directors (excluding who are Audit & Supervisory Committee Members and Outside Directors)	¥2,600 million / 600 thousand shares
※2-4	June 20, 2025	5 Directors who are Audit & Supervisory Committee Members (including 3 Outside Directors)	¥250 million

2. As of the end of this fiscal year, we had 10 Directors (including 5 Outside Directors) (excluding those who are Audit & Supervisory Committee Members) and 5 Directors who are Audit & Supervisory Committee Members (including 3 Outside Directors).
3. No Director is concurrently our employee.
4. The amount of the “performance-linked bonus” stated in the above list is the maximum amount calculated in accordance with the calculation method approved by the Board of Directors, which is within the maximum amount approved at the 157th Ordinary General Meeting of Shareholders held on June 20, 2025.
5. The “restricted performance share unit-based remuneration” represent the amounts recorded as expenses in this fiscal year.
6. The total amount of performance linked remuneration (“performance linked bonuses” and “restricted performance share unit-based remuneration” listed above) of Directors is ¥823 million, and the total amount of non-monetary remuneration (“restricted performance share unit-based remuneration” listed above) of Directors is ¥532 million.
7. The sum of the figures does not precisely add up because each of the figures listed as the remuneration of Directors and Audit & Supervisory Board Members has been rounded to the nearest million yen.
8. The above amounts of remuneration, etc. are based on IFRS (International Financial Reporting Standards).

4. Overview of the Executive Compensation System

(1) Policy for determining the compensation and other treatment for each Director (excluding those who are Audit & Supervisory Committee Members)

The policy for determining individual directors' compensation and other benefits was deliberated by the Nomination and Remuneration Advisory Committee (composed of a majority of Outside Directors, with an Outside Director serving as chair) and resolved by the Board of Directors. The policy for determining each type of compensation is as follows.

To attract and retain talented people essential to the sustainable growth and medium- and long-term enhancement of the corporate value of the Group, we set appropriate compensation standards by referencing compensation market survey data from external specialized institutions and taking into account our business environment, management strategy, and human resource strategy. Additionally, we set an appropriate fixed and variable compensation ratio for each role to ensure that compensation works as an effective incentive for sustainable growth. Each compensation amount is determined by the Board of Directors within the limits approved by the General Meeting of Shareholders, based on the recommendations of the Nomination and Remuneration Advisory Committee. The method to determine each compensation is as follows:

		Policy for Determining Compensation	Method to Determine Compensation	A	B	C
Fixed	Monthly compensation	- Monthly fixed amount is paid based on the standards above	—	●	●	●
Variable	Performance-based bonus	- To strengthen the connection with the management strategy, the total compensation amount is determined based on the performance management indicators and other metrics set in the Medium-Term Management Plan. - Compensation will be distributed among directors based on their position and	-The target values for performance management indicators and other metrics for the fiscal year are established based on recommendations from the Nomination and Remuneration Advisory Committee. The Board of Directors, in office during that fiscal year, then determines the formula for calculating performance-based bonuses, depending on the level of achievement of those targets. - After the closing of the fiscal year, the Representative Director, President and CEO, who has been delegated by the	●	—	—

		<p>performance evaluation and paid after the closing of the fiscal year.</p> <ul style="list-style-type: none"> - The performance of individual directors is evaluated based on both financial and non-financial indicators. 	<p>Board of Directors, will interview each executive director, evaluate the performance of individual director out of the indicators used in that formula and calculate the bonus for each executive director within the limits approved by the General Meeting of Shareholders.</p> <ul style="list-style-type: none"> - To ensure that the evaluation of individual performance is conducted appropriately, the Representative Director, President and CEO will report the results to the Nomination and Remuneration Advisory Committee. 			
	<p>Stock-based compensation</p>	<ul style="list-style-type: none"> - We prioritize not only shareholder value but also the optimization of our medium- to long-term business portfolio, the enhancement of corporate value, and the achievement of sustainable growth, while emphasizing the importance of aligning our efforts with environmental, social, and corporate governance (ESG) indicators. Additionally, we are committed to deepening value 	<ul style="list-style-type: none"> - Based on recommendations from the Nomination and Remuneration Advisory Committee, a formula for calculating stock-based compensation according to the performance of indicators over multiple years will be determined by the Board of Directors serving in the first fiscal year. - During each fiscal year, the Nomination and Remuneration Advisory Committee, as delegated by the Board of Directors, will decide the evaluation of the non-financial indicators in the formula for the year and report the decision to the Board of Directors. 	●	●	—

		sharing with our shareholders. The Board of Directors will consult with the Nomination and Remuneration Advisory Committee to determine the specifics of stock-based compensation and the payment timing.			
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(● indicates the directors to whom the compensation is paid. A: Executive Directors, B: Chairman and Vice Chairman, C: Outside Directors)

[Reasons why the Board of Directors determined that the compensation is in line with the policy]

In determining the compensation for each director for the current fiscal year, the Nomination and Remuneration Advisory Committee has reviewed the content based on the basic policy and system for executive compensation and the decision-making process established by the Board of Directors. Therefore, we concluded that the decisions regarding individual Directors (excluding those who are Audit & Supervisory Committee Members)' compensation were in accordance with the policy for determining compensation for individual directors.

(2) Matters concerning performance-based compensation and non-monetary compensation for the current fiscal year

① Performance-based bonus

- To strengthen the connection with the management strategy, the total payment amount will be determined based on consolidated net income, which is a key performance indicator emphasized in the Medium-Term Management Plan 2026. Performance-based bonuses will be paid to executive directors in accordance with the performance-based bonus decision policy described in (1) above.
- The consolidated net income (the performance indicator selected for calculating performance-based bonuses) for fiscal 2025 was 600,3 billion yen.
- The performance-based bonuses for FY 2025 will be determined after the closing of the year based on the evaluation of each executive director's performance conducted by Shingo Ueno, Representative Director, President and CEO and will be paid in June 2026. The Representative Director, President and CEO is delegated to evaluate the performance of each executive director since he can see their performance from a bird's-eye view as a person who oversees the overall business execution. To ensure that the decision is appropriate, the Representative Director, President and CEO will report the evaluation results to the Nomination and Remuneration Advisory Committee.

② Stock-based compensation

- To implement management that places importance on enhancing the medium- to long-term corporate

value and shareholder value of the Group, based on a resolution adopted at the 153rd Ordinary General Meeting of Shareholders held on June 18, 2021, the Company has introduced a transfer-restricted performance-based stock compensation system that integrated the existing transfer-restricted stock-based compensation system and the performance-based stock compensation system. As compensation for services rendered during their service period (from the closing of the general meeting of shareholders of each year to the closing of the general meeting of shareholders of the following year), Directors (excluding those who are Audit & Supervisory Committee Members and Outside Directors, hereinafter referred to as “eligible directors”) shall be granted a number of the Company’s common shares with transfer restriction, calculated based on the growth rate of the Company’s stock price*1 and non-financial indicators*2 during the evaluation period (from June 1 of the year when their service period begins to the end of June three years thereafter).

*1: For stock-based compensation for the evaluation period commencing in June 2023, dividends were not included in the calculation.

*2: Added for stock compensation for the evaluation period commencing in June 2023 and subsequent periods.

*1 and *2 were approved at the 155th Ordinary General Meeting of Shareholders held on June 23, 2023. The transfer restriction period for the transfer-restricted shares is from the date of delivery of the shares to the date of retirement or resignation as a director, executive officer, or any other position specified by the Board of Directors.

- The Company transitioned from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee upon approval at the 157th Ordinary General Meeting of Shareholders held on June 20, 2025, and it was also resolved to continue the same restricted performance share unit-based remuneration system.
- As the evaluation period (from June 1, 2022 to June 30, 2025) ended on June 30, 2024, based on the growth rate of our stock price (145,3%) during the evaluation period, we issued and allocated 135,900 shares of our common stock with transfer restriction to the four eligible directors.

(2) Remuneration, etc. for Directors who are Audit & Supervisory Committee Members

Remuneration, etc. for Directors who are Audit & Supervisory Committee Members consists solely of fixed monthly remuneration, and is determined, within the limit approved at the 157th Ordinary General Meeting of Shareholders held on June 20, 2025, through consultation among the Directors who are Audit & Supervisory Committee Members.

5. Name and Other Particulars of Executive Officers (as of April 1, 2026)

Positions in the Company	Name	Areas of responsibility in the Company
President and Chief Executive Officer *1	Shingo Ueno	Chief Executive Officer
Executive Vice President*1	Reiji Morooka	Chief Financial Officer
Executive Vice President	Katsuya Inubushi	Group CEO, Steel Group
Senior Managing Executive Officer	Hirokazu Higashino	General Manager for Asia & Oceania
Senior Managing Executive Officer	Shinichi Kato	Group CEO, Communication Services Group
Senior Managing Executive Officer	Tomonori Wada	General Manager for Japan Region, General Manager, Kansai Office
Senior Managing Executive Officer	Hajime Mori	Group CEO, Energy Transformation Business Group
Senior Managing Executive Officer	Tadayuki Ueno	Director, Executive Vice President, JCOM Co., Ltd.
Senior Managing Executive Officer	Yasuhiro Yoshida	Chief Administration Officer and Chief Compliance Officer
Senior Managing Executive Officer	Takao Kusaka	Group CEO, Automotive Group, Group CEO, Transportation & Construction Systems Group
Managing Executive Officer	Yukihito Honda	Group CEO, Diverse Urban Development Group
Managing Executive Officer	Kotaro Tameda	General Manager for the Americas
Managing Executive Officer	Nobuhiro Yoshida	General Manager for East Asia
Managing Executive Officer	Hiroyuki Koike	General Manager for Europe
Managing Executive Officer	Makiko Eda	Chief Strategy Officer, Chief Sustainability, DE&I Officer
Managing Executive Officer	Hiroshi Karashima	General Manager for Middle East & Africa
Managing Executive Officer	Hiroki Takeno	Group CEO, Lifestyle Business Group
Managing Executive Officer	Aki Tomita	Head of General Affairs and Legal
Managing Executive Officer	Seiji Kitajima	General Manager, Energy Innovation Initiative Strategic Business Unit
Managing Executive Officer	Tatsushi Tatsumi	Group CEO, Digital AI Group, Chief Digital Officer and Chief Information Officer
Executive Officer	Nobuyasu Yonezu	General Manager, Indonesia Energy Solution Strategic Business Unit, Sumitomo Corporation Asia & Oceania Group, President Director, PT Sumitomo Indonesia
Executive Officer	Eisuke Takenaka	General Manager, Smart Communication Platform Strategic Business Unit, General Manager, Innovation & Investment Strategic Business Unit
Executive Officer	Shunichi Aramaki	Executive Officer, SCSK Corporation
Executive Officer	Takuya Tsujigaki	Representative Director and Executive President, Sumitomo Shoji Chemicals Co., Ltd.
Executive Officer	Kentaro Hori	Head of Risk Management

Executive Officer	Kazushi Awa	Group CFO, Communication Services Group
Executive Officer	Koichiro Yazaki	Group CEO, Mineral Resources Group
Executive Officer	Koji Endo	Sumitomo Corporation of Americas Group, Energy Business EVP
Executive Officer	Joji Watanabe	Head of Audit Group
Executive Officer	Takeshi Niki	Group CFO, Lifestyle Business Group
Executive Officer	Takanori Kagohashi	Group CEO, Chemical Solutions Group
Executive Officer	Yoshinori Takayama	Group CFO, Chemical Solutions Group
Executive Officer	Takuro Horikoshi	General Manager, Chubu Office
Executive Officer	Takashi Yanai	Head of Corporate Planning & Coordination Dept.
Executive Officer*2	Daisuke Kajikawa	General Manager, Mobility Services Strategic Business Unit
Executive Officer*2	Hiroshi Kato	Head of Finance Dept.
Executive Officer*2	Atsuki Kawakami	General Manager, Energy Tubular Strategic Business Unit
Executive Officer*2	Shimpei Nitta	General Manager for Africa
Executive Officer*2	Yoshiyasu Fuse	Head of Accounting Controlling Dept.
Executive Officer*2	Jun Minase	General Manager, Overseas Energy Solution Strategic Business Unit, Deputy General Manager, Energy Innovation Initiative Strategic Business Unit
Executive Officer*2	Shinichiro Wakasugi	Group CFO, Automotive Group, General Manager, Automotive Manufacturing and Engineering Strategic Business Unit

- Notes: 1. Individuals marked with *1 are Directors (Representative Directors).
2. Individuals marked with *2 is Executive Officers who were newly elected and each of them assumed their duty as of April 1, 2026.

V. Particulars regarding the Company's Accounting Auditor

1. Name of the Accounting Auditor

KPMG AZSA LLC

2. Total Remuneration, etc. to Be Paid to the Accounting Auditor

(In million Japanese Yen)

Remuneration and fees to be paid in relation to auditing and attesting services under Article 2, Paragraph 2.1 of the Certified Public Accountants Act ^(Note 1) ^(Note2)	570
Remuneration and fees to be paid in relation to services other than auditing and attesting services under Article 2, Paragraph 2.1 of the Certified Public Accountants Act ^(Note3)	20
Audit remuneration and other fees to be paid to Accounting Auditors by the Company	590
Total amount of cash and other financial benefits payable by the Company and its consolidated subsidiaries to Accounting Auditors	1,339

(Notes 1) In line with the "Practical Guidelines for Collaboration with Accounting Auditors" published by the Japan Audit & Supervisory Board Members Association, our Audit & Supervisory Committee checks the details of auditing plans, the performance of duties during the preceding fiscal year, the calculation bases for remuneration estimates, etc., and gives due consideration to these findings when approving compensation, etc. for the Accounting Auditor.

(Notes 2) The audit agreement with the Accounting Auditor does not differentiate audit remuneration and other fees based on the Companies Act from audit remuneration and other fees based on the Financial Instruments and Exchange Act, and the two types of remuneration cannot actually be differentiated. Therefore, the above amounts show the total of these two types of remuneration and other fees.

(Notes 3) We pay remuneration to the Accounting Auditor for accounting advisory services, etc. in addition to the service defined in Article 2, Paragraph 1 of the Certified Public Accountants Act.

(Notes 4) Some of our subsidiaries are audited by certified public accountants or audit firms (including persons holding qualifications equivalent to these in foreign countries) other than our Accounting Auditor.

3. Policy for the Determination of the Dismissal or Non-reappointment of the Accounting Auditor

In the event the Audit & Supervisory Committee recognizes that an Accounting Auditor falls under any of situations stipulated in each clause of Article 340, Paragraph 1 of the Companies Act, the Audit & Supervisory Committee's policy is to dismiss the said Accounting Auditor in accordance with the consent of all the members of the Audit & Supervisory Committee. In this case, an Audit & Supervisory Committee Member selected by the Audit & Supervisory Committee shall report the said dismissal and the reason for the dismissal at the first General Meeting of Shareholders convened following the dismissal of said Accounting Auditor.

In addition, in the event of a significant adverse effect on the adequate execution of an Accounting Auditor's duties due to reasons such as the emergence of causes detrimental to the eligibility or independence of the said Accounting Auditor the Audit & Supervisory Committee shall determine the details of the agenda item to be submitted at the General Meeting of Shareholders regarding the dismissal or non-reappointment of the said Accounting Auditor and the election of a new Accounting Auditor.

VI. Systems Necessary to Ensure the Properness of Operations of the Company (Internal Control Systems)

Our Board of Directors determines and implements systems necessary to ensure the properness of operations of the Company (internal control systems) set forth in the Companies Act and the Regulations for Enforcement of the Companies Act to achieve effective internal control. In addition, we assess the implementation of the internal control systems annually and endeavor to establish systems in line with requests made from time to time based on ongoing reevaluations. In fiscal 2025, when the Company transitioned to a Company with an Audit & Supervisory Committee, the Board of Directors resolved at its meeting held on June 20, 2025 to make necessary changes to the internal control systems.

An overview of our internal control systems and their implementation status is provided below. Moreover, the “Internal Control Committee” assessed the implementation of the internal control systems, confirmed that these internal control systems were functioning effectively, and reported this fact at the Board of Directors’ meeting.

Further details regarding the internal control systems are posted on our website

(https://www.sumitomocorp.com/jp/-/media/Files/hq/about/governance/detail/internal_control_system_02.pdf?la=en)

Internal Control Systems	Current Implementation Status
<u>1. Systems for ensuring that the execution of duties by Directors and employees complies with laws and regulations and the Articles of Incorporation</u>	
<ul style="list-style-type: none"> ● Ensuring full compliance with laws and regulations under the “Corporate Mission Statement of the Sumitomo Corporation Group” ● Drawing up the “Sumitomo Corporation Group Compliance Policy” ● Preparing the “Compliance Manual” and distributing it to all officers and employees ● Requiring all officers and employees to provide a written “Confirmation of Compliance” ● Appointing the “Chief Compliance Officer”, the “Compliance Committee”, and “Compliance Leaders”, and creating the “Speak-Up System” 	<ul style="list-style-type: none"> ■ We included compliance with laws and regulations and maintenance of the highest ethical standards in the “Corporate Mission Statement of the Sumitomo Corporation Group”, and we are making officers and employees aware of the mission statement. ■ By formulating the “Sumitomo Corporation Group Compliance Policy” and making the “Compliance Manual” available on the company intranet, we strive to ensure thorough awareness of the said policy and implementation of compliance among all officers and employees. ■ We are raising awareness of compliance and providing relevant education through such means as training tailored to various trainee types, and seminars responding to the needs of different business groups, subsidiaries, and other

Internal Control Systems	Current Implementation Status
	<p>consolidated companies, and e-learning programs targeting all of our officers and employees. For example, we conducted training regarding our group’s compliance policy, prevention of harassment, and important legal and regulatory areas including competition law and anti-monopoly law.</p> <ul style="list-style-type: none"> ■ We require all officers and employees to provide a written “Confirmation of Compliance” when they join the Company and when companywide training is conducted, among other occasions. ■ Based on the “Speak-Up System”, we have secured a route by which our officers and employees can directly communicate compliance information to the “Chief Compliance Officer (CCO)” via the Legal Department, the Audit & Supervisory Committee, outside professionals, or outside attorneys serving as liaisons. In addition to establishing a system to protect whistleblowers, we conduct education for people dealing with whistleblowing and regularly inspect and evaluate the management of the system. ■ In order to promote active use of the “Speak-Up System”, we are conducting various initiatives to inform employees about it (including putting up posters on the office floors of the head office building, distributing portable cards, notifying officers and employees of the system through internal communications, formulating detailed regulations, posting materials to explain about the system on the company intranet, and releasing a video to increase awareness). ■ We disclosed on our corporate website an overview of the “Speak-Up System” and information regarding its operational status and how its use is being promoted. ■ We hold “Compliance Committee” meetings,

Internal Control Systems	Current Implementation Status
	<p>where the details of compliance activities and measures are reported and deliberated.</p> <ul style="list-style-type: none"> ■ We implement a compliance awareness survey for all officers and employees with the aim of utilizing the survey results for proposing and implementing compliance measures.
<p><u>2. Systems for retaining and managing information pertaining to the Directors' execution of their duties</u></p>	
<ul style="list-style-type: none"> ● Properly storing and managing important documents including minutes of meetings of the Board of Directors and information pertaining to the execution of duties and decision-making ● Implementing measures to prevent divulgence of information to third parties or other misuse of information ● Making important documents pertaining to the Directors' execution of their duties available for review by Audit & Supervisory Committee Members in a timely manner 	<ul style="list-style-type: none"> ■ We are striving to store and manage information assets properly, including by formulating our "Information Security Policy" and establishing relevant regulations in accordance with this policy. The "Basic Rules for Information Management", which are our internal regulations, stipulate steps to prevent divulgence of information to third parties, which we implement. These include specifying the responsibilities of officers and employees regarding information security, developing an information security system, and managing confidential information. In addition, we have created manuals that explain the procedures for addressing information management and information security incidents when they occur. ■ We implement measures aimed at information security education and awareness, including an "information security course" and "training on targeted email attacks" for all officers and employees. In addition, we regularly disseminate information internally on information security incidents and accidents within our group. ■ The "IT Strategy Committee" plans, formulates, and implements company-wide measures on information security, and collects and responds to information concerning information security incidents (divulgence of information, etc.). ■ We submit for review by Audit & Supervisory Committee Members any documents they request.

Internal Control Systems	Current Implementation Status
<u>3. Rules and other systems pertaining to the management of risk of loss</u>	
<ul style="list-style-type: none"> ● Setting the three objectives of risk management: to stabilize business performance, to strengthen the corporate structure, and to maintain credit; analyzing and managing risk factors specific to investment and commercial transactions and common risk factors ● Building a framework, conducting monitoring, and implementing necessary improvements regarding risk management through measures such as setting internal rules and formulating risk management policies, methods, and guidelines ● Establishing the “Internal Control Committee”, “Company Investment Committee”, “Global Innovation & Portfolio Committee” (“GIPC”), and “Corporate Sustainability Committee” as advisory organs to the “Management Council” ● Establishing the “Internal Control Promotion Department”, which takes overall control of our group’s internal control-related operations, alongside the “Internal Auditing Department” under the supervision of the Head of Internal Control and Internal Audit Group ● Building a resilient system that includes the formulation of plans to quickly restore operations and continue business operations while securing the safety of all officers and employees in the event of a disaster ● Establishing the “Internal Auditing Department” as an independent body and ensuring the results of internal auditing are reported to the President and Chief Executive Officer as well as the Board of Directors 	<ul style="list-style-type: none"> ■ With respect to our risk management, in accordance with our internal rules, we divide our business activities into investment activities and commercial transactions, determine specific risk factors and common risk factors associated with both activities, and make every effort to achieve the purpose of risk management by analyzing and evaluating the probability of occurrence and the impact of such risk factors. In addition, among risks that can be quantified, country risks that could have a particularly large impact on the entire company and the status of major assets are reported regularly to the Board of Directors. ■ We have built a framework, and are conducting monitoring and implementing necessary improvements regarding risk management at the company-wide level through measures such as setting internal rules and formulating risk management policies, methods, and guidelines. In addition, we are improving risk management through the preparation and distribution of manuals and conducting training activities as appropriate. ■ We have set quantitative and qualitative standards to secure equity in the disclosure of information to stakeholders and to correctly disseminate necessary information. We also deliberate ideal methods for transmitting consistent information externally at the “Corporate Communication Committee”, an advisory organ to the Management Council. ■ We have established a system to make decisions in light of social and environmental impact by strengthening the system for evaluating social and environmental risks in investment projects and ensuring participation in deliberations by specialized organizations. ■ With respect to human rights, we have determined “Sumitomo Corporation Group’s

Internal Control Systems	Current Implementation Status
	<p>Human Rights Policy”. We strive to identify, prevent, and rectify human rights risks posed by the business activities of our group by conducting human rights due diligence of the supply chains for all businesses, including those of our subsidiaries and other group entities.</p> <ul style="list-style-type: none"> ■ We have set medium- and long-term targets related to Material Issues for the entire company. In addition, our business groups have formulated short-term action plans and medium-term targets, thus promoting specific initiatives and disclosing their progress status. ■ With respect to climate change issues, we have formulated the “Policies on Climate Change Issues” and are reviewing them as required, with ongoing efforts aimed at carbon-neutralizing our group’s business activities and realizing a sustainable energy cycle. We established the “Forest Management Policy and the Sourcing Policy for Forest Products” to promote the strengthening of a sustainable sourcing system for the major natural resources handled by our group. ■ For security trade control, we are conducting various measures, including the creation of guidelines, the internal notification of sanctions information, and training activities. ■ We hold meetings of the “Internal Control Committee”, where our internal control systems and progress with internal control activities are reviewed. In addition, we have installed an “Internal Control Promotion Department” that combines the functions of reviewing the implementation status of Board of Director resolutions regarding internal control systems, ensuring compliance with J-SOX, and improving internal controls at group companies. ■ We are enhancing the quality of decision-making in the Management Council by means of the “Company Investment Committee”

Internal Control Systems	Current Implementation Status
	<p>and “GIPC”.</p> <ul style="list-style-type: none"> ■ We are holding “Corporate Sustainability Committee” meetings and deliberating key policies, measures, and initiatives related to the promotion of sustainability. In addition, to receive multifaceted opinions and advice on sustainability from specialists, we have set up an advisory board. ■ We set up the “Intelligence Council” to facilitate the consideration and establishment of policies related to business development in countries and regions where country and geopolitical risks are heightening. ■ The “Disaster Response & Safety Management Department”, which is mainly responsible for promoting disaster response measures, plays a central role in implementing various disaster response measures and safety management measures. We established and are regularly upgrading a multi-hazard BCP manual to prepare for a situation in which Tokyo fails to function, mainly in the case of an epicentral earthquake striking Tokyo. ■ We established an “Internal Auditing Department”, and the results of its internal auditing are reported to the President and Chief Executive Officer as well as to the Board of Directors.
<p><u>4. Systems for ensuring the efficient execution of the Directors’ duties</u></p>	
<ul style="list-style-type: none"> ● Making the number of Directors sufficient to enable full discussions and speedy and reasonable decision-making by the Board of Directors ● Electing two or more Outside Directors so that their diverse perspectives can enhance decision-making and supervisory functions ● Introducing a system of Executive Officers in order to clarify responsibility and authority for the execution of operations and strengthen the 	<ul style="list-style-type: none"> ■ The number of Directors is 15, of whom 8 are Outside Directors, which is sufficient to enable a variety of proposals and full discussions to be made by the Board of Directors. In addition, we are ensuring speedy and appropriate decision-making and strengthening supervisory functions. ■ The term of office for Directors who are not Audit & Supervisory Committee Members is set at one year and the terms of office for the Chairman and the President and Chief Executive

Internal Control Systems	Current Implementation Status
<p>supervisory functions of the Board of Directors</p> <ul style="list-style-type: none"> ● Term of office for Directors who are not Audit & Supervisory Committee Members: one year ● Terms of office for the Chairman and the President and Chief Executive Officer: not exceeding six years, in principle ● Establishing the “Nomination and Remuneration Advisory Committee” composed of a majority of Outside Directors as an advisory organ to the Board of Directors ● Establishing a dedicated organization to strengthen Board of Director support functions ● Establishing the “Management Council” as a decision-making body, various committees as advisory organs, and various other conferences for the exchange of information ● Formulating the medium-term management plan, preparing budgets, and introducing performance management systems ● Specifying in writing the agenda items requiring discussion by the Board of Directors and the decision-making authority of officers and employees regarding important matters 	<p>Officer do not exceed six years.</p> <ul style="list-style-type: none"> ■ The “Nomination and Remuneration Advisory Committee”, which is an advisory organ to the Board of Directors, is chaired by an Outside Director. The committee reviews the policies and procedures regarding appointment and dismissal of the President and the Chairman, appointment and dismissal of the President, nomination criteria for Directors (including those who are Audit & Supervisory Committee Members) and nomination of directorial candidates, and appointment of Management Council members. It also reviews the structures/levels of remuneration and bonuses for Directors who are not Audit & Supervisory Committee Members, and Executive Officers, as well as the limit of remuneration for Directors who are Audit & Supervisory Committee Members, and the advisory system, and submits the results of all these reviews as recommendations to the Board of Directors. ■ To improve the quality of discussions carried out by the Board of Directors, we established the Directors’ Administration Department as a dedicated organization mainly to support communication between the Board of Directors and individuals executing duties (Executive Officers, etc.), select issues/topics to be discussed at Board of Directors meetings, and organize discussion points. ■ In addition to establishing the “Management Council” as a decision-making body, we have established various other committees including the “Corporate Strategy Promotion Committee”, the “Global Innovation and Portfolio Committee”, and the “Company Investment Committee”, as advisory organs to the “Management Council”. ■ In order to deepen strategic discussions in management and promote the appropriate

Internal Control Systems	Current Implementation Status
	<p>allocation of management resources based on these discussions and the steady implementation of the PDCA cycle, we have introduced a system in which each Strategic Business Unit (“SBU”) creates a strategic format for business management, discusses the format through internal strategy meetings, and follows up on the results of the discussions.</p> <p>■ The “Board of Directors Regulations” and other internal rules specify agenda items requiring discussion by the Board of Directors and from time to time we review the criteria used to determine matters for discussion from the perspective of proper agenda selection. Further, we specify the job responsibilities of each officer and employee, and the decision-making authority of officers and employees regarding important matters.</p>
<p><u>5. Systems for ensuring the properness of operations by the corporate group comprising the Company and its subsidiaries</u></p>	
<ul style="list-style-type: none"> ● Using the “Corporate Mission Statement of the Sumitomo Corporation Group”, which promotes compliance with laws and regulations, to share values to be respected throughout our group and to guide the development of compliance systems ● Sharing and implementing the principles governing the group’s management, which are aimed at improving the corporate value of our group. These principles comprise “Jiritsu,” “Dialogue”, and “Collaboration”, as advocated in the “Group Management Policy” ● Obtaining sufficient information and conducting preliminary consideration of/discussions on “important management issues” regarding subsidiaries and other consolidated companies, and managing subsidiaries and other consolidated companies by dispatching Directors and Audit & Supervisory Board Members 	<ul style="list-style-type: none"> ■ We are raising awareness of compliance and providing relevant education by informing everybody in our group about the “Corporate Mission Statement” and providing training tailored to various trainee types, among other initiatives. ■ We established the “Group Management Policy”, to respect the “Jiritsu” management by each group company, and to be involved in important decision-making at the board of directors or organization equivalent to the board of directors of each group company based on the relationship of trust established through active “Dialogue” as a shareholder, and to create new value through strong “Collaboration” of each group company including the Company. ■ With respect to the “important management issues” determined by each of our consolidated companies, we are instilling the “institutional decision-making method”, in which consolidated

Internal Control Systems	Current Implementation Status
<ul style="list-style-type: none"> ● Supporting subsidiaries and other consolidated companies in implementing internal controls and in constructing a framework for risk management and making improvements thereto ● Setting an internal rule to require internal auditing for subsidiaries and other consolidated companies of which we are the managing entity ● Ascertaining and managing consolidated performance on a monthly basis 	<p>subsidiaries and the Company hold discussions in advance to ensure that they are on common ground regarding the important issues for resolution, with the ultimate goal of consolidated subsidiaries making their own institutional decisions.</p> <ul style="list-style-type: none"> ■ In cases where Audit & Supervisory Board Members are dispatched to a subsidiary from the Company, each Audit & Supervisory Board Member strives to implement an effective audit by specifying important audit items in accordance with the business risks of each subsidiary to ensure the mitigation of risk and autonomous management at each subsidiary. ■ We support our subsidiaries and other consolidated companies in a variety of ways, including: educating and raising awareness regarding internal control at subsidiaries; requiring employees of subsidiaries to participate in risk management training; raising awareness of the “Sumitomo Corporation Group Compliance Policy” through training, briefings and e-learning materials; providing a selection of rules for subsidiaries to use as examples; and promoting the introduction of “Speak-Up Systems”. ■ We are supporting evaluation of the internal control systems at subsidiaries, as well as the identification and rectification of issues by setting basic elements to be developed and implemented in order to establish, implement, evaluate, and improve internal controls at subsidiaries, and by conducting regular dialogue on such elements with our subsidiaries. Also, we conduct analysis of the potential for issue identification and issue resolution via these activities, and are planning to utilize the outcomes of this analysis. ■ Through the above initiative, we are continuing to support the strengthening of compliance

Internal Control Systems	Current Implementation Status
	<p>systems at subsidiaries by using a “Compliance Roadmap”, which indicates progress regarding each compliance system that our group should target.</p> <ul style="list-style-type: none"> ■ With respect to information security, in addition to implementing assessments related to IT security at a portion of subsidiaries, we are also providing support to subsidiaries by offering seminars and training pertaining to information security. ■ We are supporting various types of risk management related to insurance for subsidiaries. We select subsidiaries with important risks from the perspective of insurance risk management; identify the business risks faced by these companies; support analysis, evaluation, and the correct recognition of their insurance coverage; and offer recommendations for improvements and revisions as appropriate. ■ We are implementing activities that promote the improvement of corporate value by encouraging the autonomous growth of subsidiaries and other entities. Aiming to enhance governance for the benefit of shareholders, we are implementing in-house initiatives to raise awareness at subsidiaries, etc. and providing support for specific projects when requested to do so by SBUs. ■ The results of auditing subsidiaries and other consolidated companies subject to internal auditing are reported to the President and Chief Executive Officer as well as to the Board of Directors.
<u>6. Matters regarding personnel assigned to support the operations of the Audit & Supervisory Committee</u>	
<ul style="list-style-type: none"> ● Establishing a department to support the Audit & Supervisory Committee and assigning several full-time staff members to this department ● Specifying in writing the above department’s 	<ul style="list-style-type: none"> ■ We have assigned several full-time staff members to the “Audit & Supervisory Committee Administration Department”. ■ Internal rules specify that the Audit & Supervisory Committee Members are authorized to issue instructions to the head of

Internal Control Systems	Current Implementation Status
<p>responsibilities (clearly defining its purpose as an organization for assisting the Audit & Supervisory Committee)</p> <ul style="list-style-type: none"> ● Conducting personnel evaluations for the above department; consulting in advance with an Audit & Supervisory Committee Member regarding transfers of the department's personnel 	<p>the "Audit & Supervisory Committee Administration Department" and that the area of operational responsibility of the "Audit & Supervisory Committee Administration Department" is assisting the Audit & Supervisory Committee in its duties.</p> <ul style="list-style-type: none"> ■ An Audit & Supervisory Committee Member selected by the Audit & Supervisory Committee conducts the personnel evaluations of the head of the Audit & Supervisory Committee Administration Department. An advance consultation is conducted with an Audit & Supervisory Committee Member selected by the Audit & Supervisory Committee to obtain the Audit & Supervisory Committee Member's consent regarding the transfer of the head of the department.
<p><u>7. Systems for reporting to the Audit & Supervisory Committee</u></p>	
<ul style="list-style-type: none"> ● Developing a system that enables Audit & Supervisory Committee Members to attend all meetings, including those of the "Management Council" ● Delivering to the Audit & Supervisory Committee important materials pertaining to the execution of operations involving the Company, its subsidiaries, and other consolidated companies, and arranging for officers and employees to report and give briefings to the Audit & Supervisory Committee ● Developing a system to ensure that persons submitting the aforementioned reports and persons making contact via the "Speak-Up System" will not be subjected to adverse treatment due to such reports/contact 	<ul style="list-style-type: none"> ■ In addition to meetings of the Board of Directors, Audit & Supervisory Committee Members attend other important meetings including those of the "Management Council", the "Company Investment Committee", the "Internal Control Committee", the "Corporate Sustainability Committee", the "Compliance Committee", the "IT Strategy Committee", and the "Nomination and Remuneration Advisory Committee" in accordance with internal rules. ■ We deliver important materials pertaining to the execution of operations when requested to do so by the Audit & Supervisory Committee, and arrange for officers and employees to report and give briefings on the businesses of each organization and company as per the request of the "Audit & Supervisory Committee". ■ We ensure that persons submitting the aforementioned reports are not subjected to adverse treatment due to such reports/contact. In

Internal Control Systems	Current Implementation Status
	<p>addition, we have specified in the internal rules that persons making contact via the “Speak-Up System” should not be subjected to adverse treatment and that in cases where persons submitting reports believe they have been subjected to such prohibited adverse treatment, they can report the matter to the Speak-Up contact desk.</p>
<p><u>8. Other systems for ensuring that auditing will be carried out effectively by the “Audit & Supervisory Committee”</u></p>	
<ul style="list-style-type: none"> ● Appointing experts on law, accounting, and the like, as Outside Directors who are Audit & Supervisory Committee Members ● Maintaining close contact between the “Internal Auditing Department” and the “Audit & Supervisory Committee” to contribute to efficient auditing, such as by reporting internal auditing plans and results to the “Audit & Supervisory Committee” ● Exchanging information between the “Audit & Supervisory Committee” and the Accounting Auditor to improve the efficiency and quality of audit activities ● Exchanging information between our “Audit & Supervisory Committee” and subsidiaries’ Audit & Supervisory Board Members ● Clearly stipulating the methods for handling the expenses and liabilities incurred by Audit & Supervisory Committee Members in executing the duties of the “Audit & Supervisory Committee” 	<ul style="list-style-type: none"> ■ The “Internal Audit Department” interacts closely with the Audit & Supervisory Committee, submitting an internal auditing plan to the committee prior to the start of the business year and sharing internal audit results with the committee in a timely manner. In addition, the Internal Audit Department shares audit results with the Accounting Auditor on a regular basis. ■ The Audit & Supervisory Committee conducts regular meetings with the Accounting Auditor. ■ In addition to liaison meetings attended by Audit & Supervisory Board Members at subsidiaries, the Audit & Supervisory Committee conducts separate meetings with the Audit & Supervisory Board Members of each subsidiary several times a year, interacting and exchanging information with Audit & Supervisory Board Members at subsidiaries and associated companies. ■ Expenses and liabilities incurred by Audit & Supervisory Committee Members in executing the duties of the Audit & Supervisory Committee are handled in accordance with internal rules, including by drawing up budgets and managing their implementation.

On December 5, 2025, a subsidiary of the Company, Sumisho Realty Management Co., Ltd. (“SRM”), received an administrative action in the form of a business improvement order issued by the Financial Services Agency based on the Financial Instruments and Exchange Act. On January 16, 2026, SRM

submitted its Business Improvement Report to the Financial Services Agency.

As SRM's parent company and a major provider of properties to the Private REITs operated by SRM, the Company takes this matter very seriously. The Company will monitor and supervise the implementation status of the Business Improvement Report submitted by SRM and will cooperate in establishing an appropriate governance framework. For individual property transactions, the Company will further enhance its awareness of and attention to conflicts of interest with SRM and will ensure thorough risk management. Together with SRM, the Company will make efforts to restore trust so that SRM can meet investor expectations and achieve sustainable growth.

Under the basic policy of "compliance as top priority", the Sumitomo Corporation Group will continue to establish and strengthen compliance and internal control systems tailored to the business operations and organizational realities of each Group company, and will make every effort to further enhance compliance across the Group.

Note: Amounts in billions of yen and those in millions of yen in the business report are rounded to the nearest billion and the nearest million respectively. Also, numbers of shares shown per unit of thousand shares are rounded down to the nearest thousand.

Consolidated Statements of Financial Position [Prepared on the basis of IFRSs]

Sumitomo Corporation and Subsidiaries

As of March 31, 2026 and 2025

	Millions of Yen	
	March 31, 2026	March 31, 2025
ASSETS		
Current assets:		
Cash and cash equivalents	1,005,442	570,617
Time deposits	24,451	11,626
Marketable securities	3,068	7,662
Trade and other receivables	2,413,828	2,028,193
Contract assets	18,885	23,544
Other financial assets	549,998	157,864
Inventories	1,782,040	1,653,842
Advance payments to suppliers	167,139	144,733
Assets classified as held for sale	9,431	4,622
Other current assets	661,392	471,429
Total current assets	6,635,674	5,074,132
Non-current assets:		
Investments accounted for using the equity method	3,286,754	3,010,489
Other investments	478,667	437,632
Trade and other receivables	507,499	492,508
Other financial assets	231,384	206,131
Property, plant and equipment	1,273,340	1,232,605
Intangible assets	668,371	640,729
Investment property	402,624	380,315
Biological assets	32,274	36,803
Deferred tax assets	51,818	48,246
Other non-current assets	69,933	71,571
Total non-current assets	7,002,664	6,557,029
Total assets	13,638,338	11,631,161

Note:

The Consolidated Statement of Financial Position as of March 31, 2025 is not required to be presented under the Companies Act, and is provided solely for the convenience of shareholders.

Consolidated Statements of Financial Position [Prepared on the basis of IFRSs]

Sumitomo Corporation and Subsidiaries

As of March 31, 2026 and 2025

	Millions of Yen	
	March 31, 2026	March 31, 2025
LIABILITIES AND EQUITY		
Current liabilities:		
Bonds and borrowings	951,667	580,054
Trade and other payables	2,466,420	1,822,237
Lease liabilities	87,410	88,880
Other financial liabilities	461,059	113,971
Income tax payables	63,005	56,033
Accrued expenses	169,658	149,318
Contract liabilities	204,937	191,147
Provisions	30,748	33,392
Liabilities associated with assets classified as held for sale	5,245	0
Other current liabilities	385,438	226,608
Total current liabilities	4,825,587	3,261,640
Non-current liabilities:		
Bonds and borrowings	3,225,446	2,674,690
Trade and other payables	62,958	52,262
Lease liabilities	442,120	440,014
Other financial liabilities	133,865	86,841
Accrued pension and retirement benefits	21,478	23,030
Provisions	51,935	48,051
Deferred tax liabilities	139,795	159,075
Total non-current liabilities	4,077,597	3,483,963
Total liabilities	8,903,184	6,745,603
Equity:		
Common stock	221,651	221,023
Additional paid-in capital	0	236,087
Treasury stock	-84,115	-4,289
Other components of equity	1,254,962	897,943
Retained earnings	3,236,057	3,297,698
Equity attributable to owners of the parent	4,628,555	4,648,462
Non-controlling interests		
Total equity	4,735,154	4,885,558
Total liabilities and equity	13,638,338	11,631,161

Note:

The Consolidated Statement of Financial Position as of March 31, 2025 is not required to be presented under the Companies Act, and is provided solely for the convenience of shareholders.

Consolidated Statements of Comprehensive Income [Prepared on the basis of IFRSs]

Sumitomo Corporation and Subsidiaries
For the years ended March 31, 2026 and 2025

	Millions of Yen	
	Year ended March 31, 2026	Year ended March 31, 2025
Revenues:		
Sales of tangible products	6,508,037	6,546,879
Sales of services and others	829,222	745,205
Total revenues	7,337,259	7,292,084
Cost:		
Cost of tangible products sold	(5,416,127)	(5,483,312)
Cost of services and others	(411,475)	(364,017)
Total cost	(5,827,602)	(5,847,329)
Gross profit	1,509,657	1,444,755
Other income (expenses):		
Selling, general and administrative expenses	(1,111,394)	(1,039,732)
Impairment reversal (loss) on long-lived assets	(15,168)	(7,471)
Gain (loss) on sale of long-lived assets, net	21,167	7,255
Other, net	(2,663)	(11,928)
Total other income (expenses)	(1,108,058)	(1,051,876)
Finance income (costs):		
Interest income	72,957	70,703
Interest expense	(98,421)	(97,954)
Dividends	12,174	14,926
Gain (loss) on securities and other investments, net	47,017	38,047
Finance income (costs), net	33,727	25,722
Share of profit (loss) of investments accounted for using the equity method	266,672	276,966
Profit before tax	701,998	695,567
Income tax expense	(51,717)	(86,601)
Profit for the year	650,281	608,966
Profit for the year attributable to:		
Owners of the parent	600,334	561,859
Non-controlling interests	49,947	47,107
Other comprehensive income:		
Items that will not be reclassified to profit or loss		
Financial assets measured at fair value through other comprehensive income	62,969	(26,953)
Remeasurements of defined benefit pension plans	(4,807)	(8,031)
Share of other comprehensive income of investments accounted for using the equity method	8,179	(3,812)
Total items that will not be reclassified to profit or loss	66,341	(38,796)
Items that may be reclassified subsequently to profit or loss		
Exchange differences on translating foreign operations	298,654	(90,632)
Cash-flow hedges	4,127	(25,650)
Hedging cost	(845)	3,193
Share of other comprehensive income of investments accounted for using the equity method	11,073	11,879
Total items that may be reclassified subsequently to profit or loss	313,009	(101,210)
Other comprehensive income, net of tax	379,350	(140,006)
Comprehensive income for the year	1,029,631	468,960
Comprehensive income for the year attributable to:		
Owners of the parent	976,004	423,957
Non-controlling interests	53,627	45,003

Note:

The Consolidated Statement of Comprehensive Income for the year ended March 31, 2025 is not required to be presented under the Companies Act, and is provided solely for the convenience of shareholders.

Consolidated Statements of Changes in Equity [Prepared on the basis of IFRSs]

Sumitomo Corporation and Subsidiaries

For the years ended March 31, 2026 and 2025

For the year ended March 31, 2026

Millions of Yen

	Equity attributable to owners of the parent						Non-controlling interests	Total equity
	Common stock	Additional paid-in capital	Treasury stock	Other components of equity	Retained earnings	Total		
Balance, beginning of the year	221,023	236,087	(4,289)	897,943	3,297,698	4,648,462	237,096	4,885,558
Profit for the year					600,334	600,334	49,947	650,281
Other comprehensive income for the year				375,670		375,670	3,680	379,350
Comprehensive income for the year				375,670	600,334	976,004	53,627	1,029,631
Transaction with owners:								
Acquisition of treasury stock			(80,011)			(80,011)		(80,011)
Sales of treasury stock			185		(135)	50		50
Share-based payment transactions	628	921				1,549		1,549
Equity transactions with non-controlling interests and others		(754,623)				(754,623)	(164,979)	(919,602)
Cash dividends to owners of the parent					(162,876)	(162,876)		(162,876)
Cash dividends to non-controlling interests							(19,145)	(19,145)
Transfer to retained earnings		517,615		(18,651)	(498,964)	—		—
Balance, end of the year	221,651	—	(84,115)	1,254,962	3,236,057	4,628,555	106,599	4,735,154

For the year ended March 31, 2025

Millions of Yen

	Equity attributable to owners of the parent						Non-controlling interests	Total equity
	Common stock	Additional paid-in capital	Treasury stock	Other components of equity	Retained earnings	Total		
Balance, beginning of the year	220,423	252,709	(2,733)	1,077,039	2,898,056	4,445,494	226,810	4,672,304
Profit for the year					561,859	561,859	47,107	608,966
Other comprehensive income for the year				(137,902)		(137,902)	(2,104)	(140,006)
Comprehensive income for the year				(137,902)	561,859	423,957	45,003	468,960
Transaction with owners:								
Acquisition of treasury stock			(50,010)			(50,010)		(50,010)
Sales of treasury stock			211		(149)	62		62
Cancellation of treasury stock			48,243		(48,243)	—		—
Share-based payment transactions	600	(77)				523		523
Equity transactions with non-controlling interests and others		(16,545)				(16,545)	496	(16,049)
Cash dividends to owners of the parent					(155,019)	(155,019)		(155,019)
Cash dividends to non-controlling interests							(35,213)	(35,213)
Transfer to retained earnings				(41,194)	41,194	—		—
Balance, end of the year	221,023	236,087	(4,289)	897,943	3,297,698	4,648,462	237,096	4,885,558

Note:

The Consolidated Statement of Changes in Shareholders' Equity for the year ended March 31, 2025 is not required to be presented under the Companies Act, and is provided solely for the convenience of shareholders.

Consolidated Statements of Cash Flows [Prepared on the basis of IFRSs]

Sumitomo Corporation and Subsidiaries
For the years ended March 31, 2026 and 2025
(Unaudited)

	Millions of Yen	
	Year ended March 31, 2026	Year ended March 31, 2025
Operating activities:		
Profit for the year	650,281	608,966
Adjustments to reconcile profit for the year to cash flows from operating activities:		
Depreciation and amortization	227,623	219,467
Impairment (reversal) loss on long-lived assets	15,168	7,471
Finance (income) costs, net	(33,727)	(25,722)
Share of (profit) loss of investments accounted for using the equity method	(266,672)	(276,966)
(Gain) loss on sale of long-lived assets, net	(21,167)	(7,255)
Income tax expense	51,717	86,601
Changes in inventories	(82,873)	(154,014)
Changes in trade and other receivables	(260,091)	(89,837)
Changes in prepaid expenses	2,878	2,004
Changes in trade and other payables	577,825	113,830
Other, net	(122,880)	30,877
Interest received	36,309	29,165
Dividends received	203,663	214,335
Interest paid	(75,298)	(67,188)
Income taxes paid	(89,300)	(79,453)
Cash flows from operating activities	813,456	612,281
Investing activities:		
Proceeds from sale of property, plant and equipment	9,953	7,782
Purchases of property, plant and equipment	(105,910)	(102,799)
Proceeds from sale of investment property	37,136	21,586
Purchases of investment property	(35,932)	(20,867)
Proceeds from sale of businesses, net of cash and cash equivalents disposed	23,912	2,323
Acquisition of businesses, net of cash and cash equivalents acquired	(22,348)	(271,701)
Proceeds from disposal of other investments	193,639	221,900
Acquisitions of other investments	(225,662)	(290,455)
Collection of loans receivable	13,339	14,009
Increase in loans receivable	(44,019)	(43,164)
Cash flows from investing activities	(155,892)	(461,386)
Financing activities:		
Net changes in short-term debts	181,727	5,017
Proceeds from issuance of long-term debts	951,217	572,921
Repayments of long-term debts	(295,270)	(521,527)
Repayments of lease liabilities	(77,427)	(77,238)
Cash dividends paid	(162,876)	(155,019)
Capital contribution from non-controlling interests	3,436	13,688
Payments for acquisitions of subsidiary's interests from non-controlling interests	(754,182)	(1)
Payments of dividends to non-controlling interests	(19,145)	(35,213)
Acquisitions and disposal of treasury stock, net	(80,011)	(50,010)
Cash flows from financing activities	(252,531)	(247,382)
Net changes in cash and cash equivalents	405,033	(96,487)
Cash and cash equivalents at the beginning of year	570,617	667,852
Effect of exchange rate changes on cash and cash equivalents	29,792	(748)
Cash and cash equivalents at the end of year	1,005,442	570,617

Note:

The Consolidated Statements of Cash Flows are not required to be presented under the Companies Act, and are provided solely for the convenience of shareholders.

Notes to Consolidated Financial Statements (For the year ended March 31, 2026)

Basic Significant Matters Regarding Preparation of Consolidated Financial Statements

1. Accounting standards of consolidated financial statements

The consolidated financial statements including consolidated statements of financial position, consolidated statements of comprehensive income and consolidated statements of changes in equity have been prepared on the basis of International Financial Reporting Standards ("IFRSs"), in compliance with Article 120, paragraph 1 of Ordinance on Company Accounting.

In compliance with the second sentence of the same paragraph, certain disclosures required on the basis of IFRSs are omitted.

2. The scope of the consolidation

Number of consolidated subsidiaries 327

Names of principal consolidated subsidiaries

Consolidated subsidiaries	Sumitomo Corporation of Americas
	SCSK Corporation

Note:

Among the affiliated companies held by consolidated subsidiaries, companies that are consolidated by the relevant consolidated subsidiary (as of March 31, 2026: 346 subsidiaries) are excluded from the number of companies presented in the table above.

3. The application of equity method

Number of associated companies 192

Names of principal associated companies

Investments accounting for using the equity method	Sumitomo Mitsui Finance and Leasing Company, Limited
	JCOM CO., LTD.

Notes:

Among the affiliated companies held by consolidated subsidiaries, companies that are accounted for using the equity method by the relevant consolidated subsidiary (as of March 31, 2026: 73 equity-method affiliates) are excluded from the number of companies presented in the table above.

4. Material accounting principles

(1) Valuation basis and method for assets

(A) Valuation basis and method for financial assets

Financial assets measured at amortized cost

Financial assets measured at amortized cost are initially measured at fair value (including directly attributable transaction costs). However, trade receivables and other receivables that do not contain a significant financing component are initially recognized at the transaction price. Subsequently, the carrying amount of the financial assets measured at amortized cost is calculated using the effective interest method, less impairment loss when necessary.

Debt instruments which are measured at fair value through other comprehensive income ("FVTOCI")

Debt instruments measured at FVTOCI are initially measured at their fair value (including directly attributable transaction costs). Subsequently, they are measured at fair value, and gains and losses arising from changes in fair value are recognized in other comprehensive income and presented as "Financial assets measured at fair value through other comprehensive income" in other components of equity. The accumulated amount recognized as other comprehensive income is reclassified to profit, when the debt instruments are derecognized.

Financial instruments which are measured at fair value through profit or loss ("FVTPL")

Financial assets other than equity instruments that do not meet the conditions for measurement at amortized cost and measurement at FVTOCI are measured at fair value and recognized in profit. Equity instruments are measured at fair value with gains or losses on re-measurement recognized in profit unless the Company and its subsidiaries (the "Companies") make an irrevocable election to measure equity instruments at fair value through other comprehensive income on initial recognition. Financial instruments measured at FVTPL are initially measured at fair value and transaction costs are recognized in profit when they occur.

Equity instruments which are measured at fair value through other comprehensive income ("FVTOCI")

Equity instruments measured at FVTOCI are initially measured at their fair value (including directly attributable transaction costs). Subsequently, they are measured at fair value, and gains and losses arising from changes in fair value are recognized in other comprehensive income and presented as "Financial assets measured at fair value through other comprehensive income" in other components of equity. The amount of other components of equity is transferred directly to retained earnings, not to profit, when the equity investment is derecognized or the decline in its fair value compared to its acquisition cost is significant and other-than-temporary. However, dividends on financial assets measured at FVTOCI are recognized in profit as finance income.

Impairment loss on financial assets

For financial assets measured at amortized cost, lease receivables, contract assets, and debt instruments measured at fair value through other comprehensive income, the Companies recognize loss allowance based on the expected credit losses for the financial assets.

At each reporting date, if the credit risk on financial assets has not increased significantly since initial recognition, the impairment loss is measured at an amount equal to expected credit losses resulting from default events that are possible within 12 months after the reporting date.

On the other hand, if the credit risk on financial assets has increased significantly since initial recognition, the impairment loss is measured at an amount equal to expected credit losses resulting from all possible default events over the expected lifetime of the financial instruments.

However, the impairment loss for trade and other receivables, etc. which does not contain a significant financing component is always measured at an amount equal to the lifetime expected credit losses.

Credit risk change and calculation of expected credit losses are mainly based on an original credit rating model, the Sumisho Credit Rating ("SCR"). "SCR" includes the debtor's past bad debts experience, current financial condition and reasonably available forecast information.

The existence of evidence of credit impairment is judged based on events such as a debtor's serious financial difficulties and breach of contract including overdue. For financial assets that have evidence of credit impairment at the reporting date, expected credit losses are measured individually after comprehensive evaluation of the individual situation of the debtor including collateral and guarantees.

If it is reasonably determined that all or part of financial assets can not be collected, the Companies directly write off the financial assets.

(B) Valuation basis and method for non-financial assets

Inventories

Inventories are measured at the lower of cost and net realizable value.

Net realizable value represents the estimated selling price in the ordinary course of business less any estimated costs of completion and the estimated costs necessary to make the sale.

Inventories acquired with the purpose of generating profits from short-term fluctuations in price are measured at fair value less costs to sell, and changes in fair value are recognized in profit.

The cost of inventories other than acquired with the purpose of generating profits from short-term fluctuations in price is determined based on either specific identification basis when inventories are not ordinarily interchangeable, or mainly moving average basis when inventories are ordinarily interchangeable.

Property, plant, equipment and investment property

Property, plant, equipment and investment property are measured at cost less any accumulated depreciation and accumulated impairment losses.

Intangible assets

Intangible assets are measured at cost less any accumulated amortization and accumulated impairment losses.

Impairment

At the end of each reporting period, the carrying amounts of non-financial assets, excluding inventories, biological assets and deferred tax assets, are assessed whether there is any indication of impairment. If any such indication exists, the recoverable amount of the non-financial assets is estimated.

Regarding goodwill and intangible assets with indefinite useful lives, and intangible assets not yet available for use, the recoverable amount is estimated at the same time every year.

(2) Non-current assets held for sale

If the carrying amount of non-current assets or disposal groups will be recovered principally through a sale transaction rather than through continuing use, the Companies classify such non-current assets or disposal groups as held for sale, and reclassifies them into current assets.

Non-current assets or disposal groups classified as held for sale are measured at the lower of their carrying amount or fair value less costs to sell.

(3) Depreciation and amortization method of assets

(A) Property, plant and equipment

Buildings, leasehold improvements, machinery and equipment

Depreciation is principally computed by the straight-line method.

Mining rights

Depreciation is computed by the unit-of-production method.

(B) Intangible assets except goodwill

Amortization is computed by the straight-line method.

(C) Investment property

Depreciation is principally computed by the straight-line method.

(4) Leases

At inception of a contract, the Companies assess whether the contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. If a contract is, or contains, a lease, the Companies recognize right-of-use assets and lease liabilities on the Consolidated statements of financial position at the commencement date.

The Companies recognize the lease payments associated with short-term leases as an expense on a straight-line basis over the lease term.

Right-of-use assets are measured by using the cost model and are measured at cost less any accumulated depreciation

and accumulated impairment losses.

The cost of right-of-use assets includes the amount of the initial measurement of lease liabilities adjusted for initial direct costs and any lease payments made at or before the commencement date.

Right-of-use assets are depreciated using the straight-line method over their lease terms. Lease liabilities are initially measured at the present value of unpaid lease payments at the commencement date of the contract. Lease payments are allocated to finance costs and the repayment portion of the balance of lease liabilities, to ensure that the interest rate remains constant for the balance of lease liabilities.

Finance costs are presented separately from the depreciation of the right-of-use assets in the Consolidated statements of comprehensive income.

(5) Provisions

Provisions are recognized when the Companies have present legal or constructive obligations as a result of past events, it is probable that outflows of resources embodying economic benefits will be required to settle the obligations, and reliable estimates can be made of the amount of the obligations. Provisions are discounted to their present value using a pre-tax rate that reflects the time value of money and the risks specific to the liability. The unwinding of the discount is recognized as finance costs.

(6) Defined benefit plans

The Companies' net defined benefit obligations are calculated separately for each plan by estimating the future amount of benefit that employees have earned in exchange for their service for the previous years.

The benefits are discounted to determine the present value, and fair value of plan assets is deducted.

When plan amendments are made, the change in defined benefit obligations related to past service by employees is recognized in profit immediately.

The Companies recognize remeasurements of the net defined benefit liability (asset) in other comprehensive income and immediately reclassify them from other components of equity to retained earnings.

(7) Derivatives including hedge accounting

At the initial designation of the hedging relationship, the Companies document the relationship between the hedging instruments and the hedged items, along with their risk management objective and strategy for undertaking the hedge, the hedging instruments, the hedged items, the nature of the risk being hedged, and how the hedging instruments' effectiveness in offsetting the hedged risk will be assessed, and the analysis of ineffective portion.

In order to ascertain whether the change in the fair value or cash flow of the hedging instruments has a high offset with the change in the fair value or cash flow of the hedged items, at the beginning and during period when hedge accounting is applied, the Companies confirm the existence of an economic relationship between the hedged items and the hedging instruments.

Specifically, the Companies evaluate qualitative assessment of whether the key terms of the hedged items and the hedging instruments are identical or closely related, and evaluate quantitative assessment of whether the value of the hedged items and the hedging instruments are offset by the same risk.

To qualify as a cash flow hedge of a forecast transaction, the transaction must be highly probable.

Derivatives are initially recognized at fair value with transaction costs recognized in profit when they occur.

Subsequently derivatives are measured at fair value, and gains and losses arising from changes in the fair values are accounted for as follows:

(A) Fair value hedges

The changes in the fair value of the hedging instruments are recognized in profit. The carrying amounts of the hedged items are measured at fair value and the gains or losses on the hedged items attributable to the hedged risks are recognized in profit.

(B) Cash flow hedges

When derivatives are designated as hedging instruments to hedge the exposure to variability in cash flows that are attributable to a particular risk associated with recognized assets or liabilities or highly probable forecast transactions which could affect profit, the effective portion of changes in the fair value of derivatives is recognized in other comprehensive income as "Cash-flow hedges" and included in other components of equity. Foreign currency basis spread on cross currency interest rate swaps are excluded from hedging instruments, and changes in the fair value are recognized in other comprehensive income as "Hedging cost" and included in other components of equity.

The balances accumulated in other components of equity are reclassified to profit over the periods when the cash flows of hedged items affect profit. The ineffective portion of changes in the fair value of derivatives is recognized immediately in profit.

(C) Hedges of a net investment in foreign operations

Exchange differences arising from the retranslation of financial instruments designated as hedging instruments for a net investment in foreign operations are recognized in other comprehensive income to the extent that the hedge is effective, and are presented as "Exchange differences on translating foreign operations" in other components of equity.

(8) Revenue

The Companies recognize revenue for goods sold and services provided in the ordinary course of business, except for lease and financial instrument transaction, based on the following five-step approach.

Step 1: Identify the contract with a customer

Step 2: Identify the performance obligations in the contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to the performance obligations in the contract

Step 5: Recognize revenue when the entity satisfies a performance obligation

The policies on revenue recognition are as follows.

(A) Revenue from sales of tangible products

The Companies recognize revenue from sales of tangible products in connection with the Companies' wholesale, retail, manufacturing and processing operations and real estate operations when the Companies satisfy a performance obligation by providing a promised good or service to a customer. Depending upon the terms of the contract, this may occur at the time of delivery or shipment or upon the attainment of customer acceptance. The conditions of acceptance are governed by the terms of the contract or customer arrangement and those not meeting the predetermined specifications are not recognized as revenue until the attainment of customer acceptance.

The Companies' policy is not to accept product returns unless the products are defective.

The Companies transfer control of a good or service over time and, therefore, satisfy a performance obligation and recognize revenue and costs over time, if certain conditions are met, from sales of tangible products under long-term construction contracts, etc., principally in connection with the construction of power plants in which the Companies provide engineering, procurement and construction service, and software development business in which the Companies customize the software to customer specifications.

Progress towards complete satisfaction of a performance obligation is measured by reference to the stage of completion measured based on the proportion of contract costs incurred for work performed to date relative to the estimated total contract costs. If circumstances arise that may change the original estimates of revenue, costs, or extent of progress toward completion, then, revisions to the estimates are made.

(B) Revenue from sales of services and others

The Companies also generate revenue from sales of services and others in connection with services related to software, loans, finance leases and operating leases of commercial real estate and vessels.

Revenue from maintenance related to software is recognized over the contractual period or as the services are rendered.

Revenue from loans in connection with vessels, etc. is recognized using the effective interest method over the terms of the loans.

Revenue from finance leases is calculated using the interest rate implicit in the lease.

Revenue from operating leases is recognized in profit or loss on a straight-line basis over the lease term.

The policies on principal versus agent considerations are as follows.

In the ordinary course of business, the Companies may act as an intermediary or an agent in executing transactions with third parties. In these arrangements, the Companies determine whether to recognize revenue based on the “gross” amount billed to the ultimate customer for tangible products or services provided or on the “net” amount received from the customer after considering commissions and other payments to third parties. However, the amounts of “Gross profit” and “Profit for the period attributable to owners of the parent” are not affected by whether revenue is recognized on a gross or net basis.

The Companies determine whether the nature of its promise is a performance obligation to provide the specified goods or services itself (i.e. the entity is a principal) or to arrange for those goods or services to be provided by the other party (i.e. the entity is an agent). To the extent that the Companies are acting as a principal in a transaction, the Companies recognize revenue on a gross basis when or as the entity satisfies a performance obligation. To the extent that the Companies are acting as an agent in a transaction, the Companies recognize revenue on a net basis in the amount of any fee or commission to which it expects to be entitled in exchange for arranging for the specified goods or services to be provided by the other party when or as the entity satisfies a performance obligation.

(9) Income Taxes

Income taxes comprise current taxes and deferred taxes. These are recognized in profit, except for the taxes which arise from business combinations or are recognized either in other comprehensive income or directly in equity.

Current taxes are the expected taxes payables or receivables on the taxable profit, using the tax rates enacted or substantially enacted by the end of the reporting period, adjusted by taxes payables or receivables in prior years.

Deferred taxes are recognized on temporary differences between the carrying amounts of assets and liabilities for accounting purposes and their tax basis.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the period when the temporary differences will reverse, based on tax laws that have been enacted or substantively enacted by the end of reporting period.

Deferred tax assets and liabilities are not recognized if the temporary difference arises from the initial recognition of an asset or liability in a transaction which is not related to a business combination, affects neither accounting profit nor taxable profit at the time of the transaction, and does not give rise to equal taxable and deductible temporary differences at the time of the transaction.

Deferred tax liabilities are not recognized if the taxable temporary difference arises from the initial recognition of goodwill.

Due to the application of the temporary exception in International Accounting Standard No.12 Income Taxes, deferred tax assets and liabilities for income taxes arising from tax laws enacted or substantively enacted to implement the Pillar 2 model rule published by the Organization for Economic Co-operation and Development are not recognized.

Deferred tax assets are recognized for unused tax losses, tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be utilized.

Deferred tax assets are reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that the related tax benefits will be realized.

Deferred tax liabilities are recognized for taxable temporary differences associated with investments in subsidiaries, associates and joint arrangements. However, if the Companies are able to control the timing of the reversal of the temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future, deferred tax liabilities are not recognized.

Deferred tax assets arising from deductible temporary differences associated with investments in subsidiaries, associates and joint arrangements are recognized only to the extent that it is probable that there will be sufficient taxable profit against which the benefit of temporary differences can be utilized and the temporary differences will reverse in the foreseeable future.

Deferred tax assets and Deferred tax liabilities are offset when: there is a legally enforceable right to offset current tax assets against current tax liabilities; and income taxes are levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax assets and liabilities on a net basis, or to realize the assets and settle the liabilities simultaneously.

Notes to accounting estimates

Items recorded in the Consolidated Financial Statements for the current fiscal year based on accounting estimates and which may have significant impacts on the Consolidated Financial Statements for the following fiscal year are as follows.

Investments accounted for using the equity method	3,286,754	millions of yen
Intangible assets	668,371	millions of yen

Investments accounted for using the equity method are tested for impairment whenever changes in the corporate environment or economic events which may impair the recoverability of the carrying amount happen. Goodwill and intangible assets with indefinite useful lives included in intangible assets are tested for impairment at least once a year.

At the time of impairment testing, the recoverable amounts of the assets are estimated. The recoverable amounts of assets or cash-generating units are the higher of their value-in-use or their fair value less costs to sell.

In calculating the recoverable amounts, estimates are made based on assumptions such as past performance, business plans and discount rates.

These estimates may be significantly affected by changes in business strategies or changes in market conditions. If the timing and amount of the future cash flows differ from the estimates, the impairment loss may be incurred in the Consolidated Financial Statements for the following fiscal year.

Notes to changes in accounting estimates

The significant changes in accounting estimates for the year ended March 31, 2026, are described in "Notes to Consolidated Statements of Comprehensive Income".

Notes to Consolidated Statements of Financial Position

1. Pledged assets and secured liabilities

(1) Pledged assets

Cash and deposits	22,483	millions of yen
Trade and other receivables	391,861	millions of yen
Inventories	60,990	millions of yen
Marketable securities and investments	310,793	millions of yen
Property, plant and equipment	10,528	millions of yen
Others (Note 1)	120,021	millions of yen
Total	916,676	millions of yen

Note:

1. Guarantee deposits related to derivative transactions and security deposits on rental properties are mainly included.

(2) Secured liabilities

Borrowings and others	336,573	millions of yen
Total	336,573	millions of yen

2. Allowance for doubtful receivables directly deducted from trade and other receivables 90,913 millions of yen

3. Tax receivables included in other current assets 16,098 millions of yen

4. Accumulated depreciation and impairment losses of property, plant and equipment 1,370,435 millions of yen

5. Accumulated depreciation and impairment losses of investment property 149,897 millions of yen

6. Guarantees of indebtedness

Associated companies	129,180	millions of yen
Others	122,855	millions of yen
Total	252,035	millions of yen

Notes to Consolidated Statements of Comprehensive Income

The Company revised its estimate of future taxable profit based on the expected participation of our subsidiary, SCSK Corporation, in the group tax sharing system. Consequently, deferred tax assets are newly recognized at the end of the current fiscal year in respect of tax losses and deductible temporary differences.

As a result of this change in accounting estimates, the Company recognized profit of 30,402 millions of yen in “Income tax expense” in the Consolidated Statements of Comprehensive Income.

Notes to Consolidated Statements of Changes in Equity

1. Number of issued shares (Common shares) 1,211,426,667 shares

The number of common shares outstanding at the end of the current fiscal year increased by 327,300 shares as a result of the issuance of new shares for Restricted Performance Share Unit-Based Remuneration.

Note : On May 1, 2026, the Board of Directors resolved to conduct a share split, which is scheduled to take effect on July 1, 2026.

Each share of common stock will be split into four shares. The number of common stock above is calculated based on the number of shares before a share split.

2. Dividends for the year ended March 31, 2026

The year-end ordinary dividends were resolved in the ordinary general meeting of shareholders held on June 20, 2025 as follows:

Total amount of dividends (yen)	78,650,431,015
Dividends per share (yen)	65.0
Record date	March 31, 2025
Effective date	June 23, 2025

The interim dividends were resolved by the board of directors on October 31, 2025 as follows:

Total amount of dividends (yen)	84,225,916,390
Dividends per share (yen)	70.0
Record date	September 30, 2025
Effective date	December 1, 2025

3. Dividends after March 31, 2026

The year-end ordinary dividends will be resolved in the ordinary general meeting of shareholders held on June 19, 2026 as follows:

Total amount of dividends (yen)	95,412,839,920
Source of dividends	Retained earnings
Dividends per share (yen)	80.0
Record date	March 31, 2026
Effective date	June 22, 2026

4. Number of shares subject to new share acquisition rights authorized by the ordinary general meeting of shareholders or the board of directors

In the ordinary general meeting of shareholders held on June 23, 2006 (Stock-Linked compensation plan)	1,000 shares
In the ordinary general meeting of shareholders held on June 22, 2007 (Stock-Linked compensation plan)	2,900 shares
In the ordinary general meeting of shareholders held on June 20, 2008 (Stock-Linked compensation plan)	3,900 shares
In the ordinary general meeting of shareholders held on June 19, 2009 (Stock-Linked compensation plan)	10,200 shares
In the ordinary general meeting of shareholders held on June 22, 2010 (Stock-Linked compensation plan)	8,600 shares
In the ordinary general meeting of shareholders held on June 24, 2011 (Stock-Linked compensation plan)	8,600 shares
In the ordinary general meeting of shareholders held on June 22, 2012 (Stock-Linked compensation plan)	20,600 shares
In the ordinary general meeting of shareholders held on June 21, 2013 (Stock-Linked compensation plan)	28,000 shares
In the meeting of the board of directors held on July 31, 2014 (Stock-Linked compensation plan)	26,000 shares
In the meeting of the board of directors held on July 30, 2015 (Stock-Linked compensation plan)	37,800 shares
In the meeting of the board of directors held on August 1, 2016 (Stock-Linked compensation plan)	72,600 shares
In the meeting of the board of directors held on July 28, 2017 (Stock-Linked compensation plan)	64,700 shares
	Total 284,900 shares

"Total" includes 40,500 shares for which the exercise period has not commenced as of March 31, 2026.

Notes to Financial Instruments

1. Qualitative information of financial instruments

The Companies' basic policy for fund raising activities is to secure stable, medium- to long-term funds and liquidity for our operations.

Marketable securities and other investments are mainly strategic investments in stocks and others issued by financial institutions, customers and suppliers. These equity investments are subject to equity price fluctuation risk, and the Companies measure such investments at fair value on a quarterly basis.

Trade and other receivables are mainly accounts receivable and loans from customers. Credit risk of customers is managed through the credit line approved by management and by monitoring the credibility of counterparties periodically based on the internal credit rating model. On a continuous basis, but no less frequently than at the end of each quarterly period, the Companies make provisions for doubtful receivables based on assessments about the possibility of collection.

The Companies operate internationally, exposing them to the risk of changes in foreign exchange rates, interest rates and commodity prices. Derivative financial instruments are comprised principally of foreign exchange contracts, foreign currency swaps, interest rate swaps and commodity future contracts utilized by the Company and certain of its subsidiaries to reduce these risks. The Companies assess foreign currency exchange rate risk, interest rate risk and commodity price risk by continuously monitoring changes in these exposures and by evaluating hedging opportunities. Management has been monitoring liquidity risk by setting various worst case scenarios including financial market turmoil. The Companies secure necessary liquidity from the cash flows from operations and borrowing from financial institutions. The Companies deposit these funds at the highly creditable financial institutions.

2. Fair values of financial instruments

Carrying amounts of financial instruments, fair values and the differences as of March 31, 2026, are as follows:

Financial instruments measured at amortized cost

(millions of yen)

	Carrying amount	Fair value	Difference
Assets:			
Marketable securities and other investments	14,141	14,141	—
Trade and other receivables	2,563,979	2,696,791	132,812
Liabilities:			
Bonds and borrowings	4,177,113	4,140,387	(36,726)
Trade and other payables	1,734,970	1,734,392	(578)
Other current liabilities	200,228	200,228	—

Financial instruments measured at fair value

(millions of yen)

	Carrying amount	Fair value	Difference
Assets:			
Marketable securities and other investments	467,594	467,594	—
Trade and other receivables	357,348	357,348	—
Other financial assets	781,382	781,382	—
Liabilities:			
Trade and other payables	794,408	794,408	—
Other financial liabilities	594,924	594,924	—

3. Information on the fair value hierarchy levels for financial instruments measured at fair value

The fair value of financial instruments is categorized into one of the following three levels based on the observability and importance of the inputs used to calculate the fair value.

Level 1 inputs are quoted prices in active markets for identical assets or liabilities;

Level 2 inputs are inputs other than quoted prices that are observable for the assets or liabilities, either directly or indirectly; and

Level 3 inputs are unobservable inputs for the assets or liabilities.

The level in the fair value hierarchy within which a fair value measurement in its entirety falls is based on the lowest level input that is significant to the fair value measurement in its entirety.

The fair values of financial assets and liabilities measured at fair value, grouped by fair value hierarchy as of March 31, 2026, are as follows:

	(millions of yen)			
	Level 1	Level 2	Level 3	Total
Assets:				
Marketable securities and other investments	213,675	—	253,919	467,594
Trade and other receivables	—	333,274	24,074	357,348
Other financial assets				
Derivatives designated as hedges	—	164,811	—	164,811
Derivatives not designated as hedges	288,526	308,569	7,762	604,857
Liabilities:				
Trade and other payables	—	794,408	—	794,408
Other financial liabilities				
Derivatives designated as hedges	—	45,966	—	45,966
Derivatives not designated as hedges	264,891	264,975	3,642	533,508

The differences between the amounts of other financial assets and other financial liabilities stated above and those stated in the Consolidated Statements of Financial Position resulted from a financial liability for the put option granted to the non-controlling shareholder and offsetting derivative assets and derivative liabilities with deposits. The amounts of "Other financial assets" and "Other financial liabilities" in the Consolidated Statements of Financial Position that are subject to enforceable master netting arrangements or similar arrangements are 234,259 millions of yen.

Reconciliation between the beginning and ending balance of financial assets measured at fair value on a recurring basis using Level 3 inputs for the year ended March 31, 2026, is as follows:

	(millions of yen)			
	Financial assets measured at FVTPL	Financial assets measured at FVTOCI	Trade and other receivables (FVTPL)	Net other financial assets (liabilities)
Balance, beginning of year	107,033	122,990	21,053	(3,377)
Purchases	24,119	6,248	—	—
Comprehensive income				
Profit (loss) for the year (Note 1)	(4,169)	—	3,021	7,497
Other comprehensive income (Note 2)	4,975	56,906	—	—
Disposals	(43,496)	(12,914)	—	—
Settlements	(690)	(2,186)	—	—
Others	(200)	(4,697)	—	—
Balance, end of year	87,572	166,347	24,074	4,120
Profit or (loss) for the year included in earnings relating to financial instruments still held at the end of year, net	5,315	—	3,021	4,152

Notes:

- "Profit (loss) for the year" is included in "Sales of tangible products," "Cost of tangible products sold" and "Gain (loss) on securities and other investments, net" in the Consolidated Statements of Comprehensive Income.
- "Other comprehensive income" includes the effect of changes in exchange rate (exchange differences on translating foreign operations).

The fair values of financial assets and liabilities are determined as follows:

Quoted market prices, if available, are used as fair values of financial instruments. If quoted market prices are not available, fair values of such financial instruments are measured by using appropriate measurement techniques such as discounted future cash flow method or others.

(1) Cash and cash equivalents, time deposits and marketable securities

The carrying amounts of these instruments approximate their fair value due to their short-term maturities.

(2) Other investments

The fair values of marketable securities are estimated using quoted market prices.

Fair values of unlisted investments in common stock are determined by discounted future cash flow method, valuation models based on revenue, profitability and net assets of investees, market values of comparable companies, and other valuation approaches.

(3) Trade and other receivables, trade and other payables

The fair values of current and non-current trade receivables and payables, except for loans with floating rates whose carrying amounts approximate fair value, are estimated by discounted future cash flow analysis, using interest rates currently being offered for loans or accounts receivables with similar terms to borrowers or customers of similar credit quality and remaining maturities.

(4) Bonds and borrowings

The fair values of bonds and borrowings, except for debt with floating rates whose carrying amount approximates fair value, are estimated by discounted future cash flow analysis using interest rates currently available for similar types of borrowings with similar terms and remaining maturities.

(5) Other financial assets, other financial liabilities

The fair values of interest rate swaps, currency swap agreements and currency option contracts are estimated by obtaining quotes from brokers and other appropriate valuation techniques based on information available to the Companies. The fair values of foreign exchange forward contracts are estimated based on quoted market prices for contracts with similar terms. The fair values of interest rate future contracts, bond future contracts, commodity forwards, futures and swap contracts are estimated by using quoted market prices and others.

(6) Other current liabilities

The carrying amounts of other current liabilities approximate their fair value due to their short-term maturities.

Notes to Investment Property

1. Qualitative information of investment property

The Companies own office buildings for rent in Tokyo and other areas.

2. Fair values of investment property

(millions of yen)

Carrying amount	Fair value
402,624	479,753

Notes:

1. Investment property is measured at cost less any accumulated depreciation and accumulated impairment losses.
2. The fair value as of March 31, 2026 is based on valuation conducted by independent valuation appraisers having recent experience in the locations and categories of the investment property being valued and the appropriate and recognized professional qualifications, such as a registered appraiser. The valuation, which conforms to the standards of the country where the investment property is located, is based on market evidence of transaction prices for similar properties.

Notes to Revenue

1. Segment information

We conduct business through nine industry-based business operating segments (business groups).

Revenues from contracts with customers by operating segment for the year ended March 31, 2026 is as follows:

(millions of yen)

	Steel	Automotive	Transportation & Construction Systems	Diverse Urban Development	Media & Digital	Lifestyle Business
Revenues	1,454,245	616,949	831,811	487,203	790,947	1,073,284
	Mineral Resources	Chemical Solutions	Energy Transformation Business	Segment Total	Corporate and Eliminations	Consolidated
Revenues	324,350	1,075,588	700,003	7,354,380	(17,121)	7,337,259

2. Contract balances

(1) Contract assets

“Contract assets” are the rights of the Companies to considerations in exchange for goods or services that the Companies have transferred to a customer in the normal course of business, when those rights are conditioned on something other than the passage of time.

Contract assets are transferred to receivables arising from contracts with customers when the rights of the Company and its consolidated subsidiaries to consideration become unconditional. There are no significant changes in the contract assets balances during the year ended March 31, 2026.

(2) Contract liabilities

“Contract liabilities” represent the Companies’ obligations to transfer goods or services to a customer for which the Companies have received considerations or the amount is due. There are no significant changes in the contract liabilities balances during the year ended March 31, 2026. Also, the amount of contract liabilities that was included in the beginning balance as of April 1, 2025 and from which revenue has not been recognized during the year ended March 31, 2026 is not material.

3. Transaction price allocated to the remaining performance obligations

The Companies customarily enter into long-term sales contracts for certain transactions. For the performance obligation of these long-term sales contracts, the amount of transaction price allocated to the remaining performance obligations as of March 31, 2026 is 2,611,610 million yen. These remaining performance obligations include contracts such as long-term sales contracts in energy business and in biomass fuel business, and are deemed to be recognized as revenue within 22 years at March 31, 2026. As a practical expedient stipulated in IFRS 15, the amount above does not include transaction price allocated to the performance obligation of a contract with an original expected duration of one year or less.

In case that the consideration of these long-term contract is subject to variability, the Companies include such consideration only when it is highly probable that a significant reversal in the amount of cumulative revenue will not occur at the time the uncertainty associated with the variability is subsequently resolved.

Notes to per Share Information

1. Equity per share attributable to owners of the parent	3,880.87 yen
2. Earnings per share attributable to owners of the parent	499.09 yen

Note: On May 1, 2026, the Board of Directors resolved to conduct a share split which is scheduled to take effect on July 1, 2026. Each share of common stock will be split into four shares. The above figures are based on the number of shares before the share split. For the details of the share split, please refer to "Subsequent Events".

Note to Significant Subsequent Events

Repurchases and Cancellation of Treasury Stock

At a meeting of its Board of Directors held on May 1, 2026, the Company has resolved to repurchase shares of its common stock pursuant to Article 156 of the Companies Act of Japan, as applied pursuant to Paragraph 3, Article 165 of the Act, and to cancel a portion of its treasury stock in accordance with Article 178 of the Act. Details of the repurchase and cancellation are as follows.

1. Purpose of the share repurchases

To improve capital efficiency and to enhance shareholder returns

2. Details of the share repurchases

(1) Class of shares to be repurchased:	Common stock
(2) Total number of shares to be repurchased:	Up to 22 million shares(*) (Ratio to the number of outstanding shares (excluding treasury stock) about 1.8%)
(3) Aggregate repurchase amount:	Up to 80 billion yen
(4) Period for repurchases:	From May 7, 2026 to March 31, 2027
(5) Method of repurchases:	Purchase on the Tokyo Stock Exchange

*Note: Please refer to the "Notice Regarding Share Split and Partial Amendment to the Articles of Incorporation" dated May 1, 2026. After the effective date of the share split on July 1, 2026, the total number of shares to be repurchased as set forth in (2) above will be up to 88 million shares.

3. Details of cancellation

(1) Class of shares to be cancelled:	Common stock
(2) Total number of shares of treasury stock to be cancelled:	All shares repurchased
(3) Scheduled date of cancellation:	April 9, 2027

(Reference)

Number of treasury stock shares (as of March 31, 2026)

Number of outstanding shares (excluding treasury stock)	1,192,660,499	shares
Number of treasury stock shares	18,766,168	shares

Share Split

At a meeting of its Board of Directors held on May 1, 2026, the Company has resolved to conduct a share split and make a partial amendment to its articles of incorporation in conjunction with this split.

1. Overview of the share split

(1) Purpose of the share split

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

(2) Method of the share split

Each share of common stock owned by shareholders listed or recorded in the register of shareholders on the record date of June 30, 2026 will be split into four shares.

(3) Number of shares to be increased by the share split

Total number of outstanding shares prior to the share split(June 30, 2026)	1,195,115,184
Number of shares to be increased by the share split	3,585,345,552
Total number of outstanding shares after the share split	4,780,460,736
Total number of shares authorized to be issued after the share split	8,000,000,000

(4) Schedule of the share split

Public notice of record date (scheduled)	June 15, 2026
Record date	June 30, 2026
Effective date	July 1, 2026

(5) Other

The share split will not result in any change in the Company's capital.

2. Partial amendment to the Articles of Incorporation

(1) Purpose of the amendment

In accordance with this share split, by resolution of the Board of Directors pursuant to Article 184 (2) of the Companies Act of Japan, the Company will make the following partial amendment to the Articles of Incorporation, effective from July 1, 2026.

(2) Detail of the amendment

(Changed portions are underlined)

Current Articles of Incorporation	Amended Articles of Incorporation
ARTICLE 6. TOTAL NUMBER OF AUTHORIZED SHARES The total number of shares the Corporation is authorized to issue shall be <u>two billion (2,000,000,000)</u> shares.	ARTICLE 6. TOTAL NUMBER OF AUTHORIZED SHARES The total number of shares the Corporation is authorized to issue shall be <u>eight billion (8,000,000,000)</u> shares.

(3) Schedule of the amendment

Date of the Board of Directors' resolution	May 1, 2026
Effective date	July 1, 2026

The transfer of equity interests in the Ambatovy Nickel Project

The Company, through its wholly owned subsidiary Summit Ambatovy Mineral Resources Investment B.V. (hereinafter "SAMRI"), holds a 54.17% equity interest in Ambatovy Minerals S.A., a nickel mining company, and Dynatec Madagascar S.A., a nickel refining company (hereinafter "Project Companies"). At a meeting of the Board of Directors held on May 1, 2026, the Company resolved to transfer all equity interests in SAMRI and its two subsidiary Project Companies to Ambatovy Mineral Resources Investment Holding Company.

In the consolidated financial results for the first quarter of the fiscal year ending March 31, 2027 (April 1, 2026 to June 30, 2026), the Company expects to record losses of approximately JPY 55.0 billion in "Gain (loss) on securities and other investments, net" and JPY 15.0 billion in "Other, net," in connection with the transfer. In addition, the Company expects to recognize tax effects associated with the tax losses expected to arise from the transfer and record a reduction in "income tax expense" ; accordingly, the net impact on profit and loss, including such effects, is expected to be limited.

Note : Consolidated results' amounts in millions of yen are rounded to the nearest million.

Non-consolidated Balance Sheets

Sumitomo Corporation

[Prepared on the basis of accounting principles generally accepted in Japan]

(Unit: millions of yen)

Assets	As of March 31, 2026	As of March 31, 2025	Liabilities and net assets	As of March 31, 2026	As of March 31, 2025
Current assets	2,732,446	1,739,839	Current liabilities	2,064,859	1,364,174
Cash and deposits	262,186	106,061	Notes payable, trade	799	2,612
Notes receivable, trade	4,130	3,522	Accounts payable, trade	1,111,022	699,512
Accounts receivable, trade	795,891	615,375	Short-term loans	500,254	362,750
Marketable securities	150,587	17,698	Bonds and notes (Due within one year)	79,932	-
Merchandise	186,303	141,428	Accrued expenses	23,402	20,001
Real estate held for development and resale	389,717	349,565	Income taxes	3,522	980
Advances to suppliers	60,040	42,372	Contract liabilities	48,787	47,488
Prepaid expenses	11,469	9,084	Deposits received	219,862	175,175
Short-term loans receivable	498,062	252,256	Deferred income	750	2,303
Other current assets	391,057	206,974	Other current liabilities	76,524	53,349
Allowance for doubtful receivables	(17,000)	(4,500)			
Fixed assets	4,477,210	3,637,800	Long-term liabilities	2,874,965	2,212,892
Tangible fixed assets, at cost less accumulated depreciation	318,935	291,341	Long-term loans	1,988,675	1,559,831
Buildings	58,629	52,888	Bonds and notes	774,147	573,836
Other structures	825	699	Other long-term liabilities	112,142	79,225
Machinery and equipment	637	593			
Vehicles and transportation equipment	121	165	Total liabilities	4,939,824	3,577,066
Furniture and fixtures	2,195	1,852			
Land	250,748	224,043	Shareholders' equity	2,186,789	1,701,174
Construction in progress	5,775	11,097	Common stock	221,650	221,023
Intangible fixed assets	52,916	51,982	Capital surplus	232,783	232,156
Software	20,206	20,618	Additional paid-in capital	232,783	232,156
Other intangible fixed assets	32,710	31,364	Retained earnings	1,816,470	1,252,283
Investments and other assets	4,105,358	3,294,475	Appropriated for legal reserve	17,696	17,696
Investment securities	247,835	237,437	Other retained earnings	1,798,773	1,234,587
Investment securities in subsidiaries and associated companies	2,163,519	2,103,252	General reserve	65,042	65,042
Other investment securities in subsidiaries and associated companies	51,474	75,455	Unappropriated retained earnings	1,733,731	1,169,544
Other equity interests	13,719	13,181	Treasury stock	(84,114)	(4,289)
Other equity interests in subsidiaries and associated companies	456,959	558,091	Valuation and translation adjustments	82,729	99,036
Long-term loans receivable	806,096	93,087	Unrealized gains or losses		
Long-term trade receivables, over due	19,881	19,134	on securities and others	123,678	128,661
Long-term prepaid expenses	35,524	32,579	Deferred gains or losses on hedges	(40,949)	(29,625)
Deferred tax assets	181,320	35,641			
Other investments and assets	178,046	173,985	Shares acquisition rights	312	361
Allowance for doubtful receivables	(49,019)	(47,371)			
Total assets	7,209,656	5,377,639	Total net assets	2,269,832	1,800,572
			Total liabilities and net assets	7,209,656	5,377,639

Note:

The Non-consolidated Balance Sheet as of March 31, 2025 is not required to be presented under the Companies Act, and is provided solely for the convenience of shareholders.

Non-consolidated Statements of Income

Sumitomo Corporation

[Prepared on the basis of accounting principles generally accepted in Japan]

	Millions of Yen	
	Year ended March 31, 2026	Year ended March 31, 2025
Revenues	783,013	664,226
Cost	(563,584)	(470,386)
Gross profit	219,428	193,839
Selling, general and administrative expenses	(256,241)	(227,945)
Operating loss	(36,812)	(34,105)
Non-operating income	664,998	683,164
Interest income	17,187	9,429
Dividends	487,345	541,159
Gain on sale of investment securities	108,936	108,651
Reversal of provision for bad debts reserve of affiliates and others	436	377
Other non-operating income	51,092	23,546
Non-operating expense	(65,527)	(169,310)
Interest expense	(29,032)	(23,939)
Loss on sale of investment securities	(1,421)	(27,130)
Valuation loss on investment securities	(15,262)	(50,698)
Provision for bad debts reserve of affiliates and others	(3,168)	(1,670)
Other non-operating expense	(16,641)	(65,871)
Ordinary income	562,658	479,748
Extraordinary gain	19,263	8,857
Gain on sale of fixed assets	19,263	8,857
Extraordinary loss	(1,639)	(1,291)
Loss on sale of fixed assets	(1,639)	(1,291)
Net income before income taxes	580,281	487,314
Income taxes-current	(2,643)	19,086
Income taxes-deferred	149,560	(438)
Net income	727,198	505,962

Note:

The Non-consolidated Statement of Income for the year ended March 31, 2025 is not required to be presented under the Companies Act, and is provided solely for the convenience of shareholders.

Non-consolidated Statements of Changes in Shareholders' Equity

Sumitomo Corporation

[Prepared on the basis of accounting principles generally accepted in Japan]

For the year ended March 31, 2026

(Unit: millions of yen)

	Shareholders' equity							Valuation and translation adjustments			Shares acquisition rights	Total net assets	
	Common stock	Capital surplus		Retained earnings			Treasury stock	Total shareholders' equity	Unrealized gains or losses on securities and others	Deferred gains or losses on hedges			Total valuation and translation adjustments
		Additional paid-in capital	Appropriated for legal reserve	Other retained earnings		Total retained earnings							
				General reserve	Unappropriated retained earnings								
Balance, beginning of the year	221,023	232,156	17,696	65,042	1,169,544	1,252,283	(4,289)	1,701,174	128,661	(29,625)	99,036	361	1,800,572
Changes in the year													
Issuance of shares	627	627						1,254					1,254
Cash dividends					(162,876)	(162,876)		(162,876)					(162,876)
Net income					727,198	727,198		727,198					727,198
Acquisition of treasury stock							(80,010)	(80,010)					(80,010)
Sales of treasury stock					(135)	(135)	185	49					49
Changes of items other than shareholders' equity (Net)								-	(4,982)	(11,323)	(16,306)	(49)	(16,355)
Total Changes in the year	627	627	-	-	564,186	564,186	(79,825)	485,615	(4,982)	(11,323)	(16,306)	(49)	469,259
Balance, end of the year	221,650	232,783	17,696	65,042	1,733,731	1,816,470	(84,114)	2,186,789	123,678	(40,949)	82,729	312	2,269,832

For the year ended March 31, 2025

(Unit: millions of yen)

	Shareholders' equity							Valuation and translation adjustments			Shares acquisition rights	Total net assets	
	Common stock	Capital surplus		Retained earnings			Treasury stock	Total shareholders' equity	Unrealized gains or losses on securities and others	Deferred gains or losses on hedges			Total valuation and translation adjustments
		Additional paid-in capital	Appropriated for legal reserve	Other retained earnings		Total retained earnings							
				General reserve	Unappropriated retained earnings								
Balance, beginning of the year	220,423	231,556	17,696	65,042	866,994	949,733	(2,732)	1,398,980	173,939	(26,364)	147,575	423	1,546,979
Changes in the year													
Issuance of shares	599	599						1,199					1,199
Cash dividends					(155,019)	(155,019)		(155,019)					(155,019)
Net income					505,962	505,962		505,962					505,962
Acquisition of treasury stock							(50,009)	(50,009)					(50,009)
Sales of treasury stock					(149)	(149)	210	61					61
Cancellation of treasury stock					(48,242)	(48,242)	48,242	-					-
Changes of items other than shareholders' equity (Net)								-	(45,278)	(3,260)	(48,539)	(61)	(48,600)
Total Changes in the year	599	599	-	-	302,550	302,550	(1,556)	302,194	(45,278)	(3,260)	(48,539)	(61)	253,593
Balance, end of the year	221,023	232,156	17,696	65,042	1,169,544	1,252,283	(4,289)	1,701,174	128,661	(29,625)	99,036	361	1,800,572

Note:

The Non-consolidated Statement of Changes in Shareholders' Equity for the year ended March 31, 2025 is not required to be presented under the Companies Act, and is provided solely for the convenience of shareholders.

Notes to Non-consolidated Financial Statements (For the year ended March 31, 2026)

Significant Accounting Principles

1. Valuation basis and method for assets

(1) Valuation basis and method for securities

Trading securities	Stated at fair value. The cost of securities sold is determined based on the moving average of such security held at the time of sale.
Held to maturity securities	Stated at amortized cost
Other securities	
- Securities with market prices	Stated at fair value. Unrealized holding gains and losses are excluded from earnings and reported in a separate component of net assets. The cost of securities sold is determined based on the moving average of such security held at the time of sale.
- Securities without market prices	Stated at average cost
Investment securities in subsidiaries and associated companies	Stated at average cost

(2) Valuation basis and method for derivatives

Stated at fair value

(3) Valuation basis and method for inventories

Inventories held for ordinary transaction	Stated at cost based on moving average basis or specific identification basis (book value is stated lower according to the decline of profitability)
Inventories held for trading purpose	Stated at fair value

2. Depreciation method of fixed assets

(1) Tangible fixed assets

Tangible fixed assets acquired before April 1, 2007	Depreciation is computed by the straight-line method under pre-revised Corporate Tax Law.
Tangible fixed assets acquired on and after April 1, 2007	Depreciation is computed by the straight-line method.

(2) Intangible fixed assets

Depreciation is computed by the straight-line method.

Depreciation of internal-use software is based on the estimated useful life in the Company (5years).

3. Allowance and provisions

(1) Allowance for doubtful receivables

An allowance for doubtful receivables is maintained at the level which is adequate to provide for probable losses that can be reasonably estimated. As for the general receivables, an allowance is computed based on internal credit rating system. As for the specific receivables, an allowance is computed based on the specific probability of uncollectibility.

(2) Accrued pension and severance liabilities

Accrued pension and severance liabilities are to be recognized based upon the estimated benefit obligation and the fair value of plan assets for postretirement benefits.

Estimated retirement benefits are attributed to periods of service under the plan's benefit formula.

Past service costs are recognized over 12 years which is within average remaining service period (straight line).

Unrecognized actuarial losses are recognized over 12 years which is within average remaining service period (straight line).

4. Revenue and expense

The policies on revenue recognition are as follows.

The Company recognizes revenue mainly from sales of tangible products in connection with the Company's wholesale, processing operations, etc. and real estate operations when the Company satisfies a performance obligation by providing a promised good or service to a customer.

Depending upon the terms of the contract, this may occur at the time of delivery or shipment or upon the attainment of customer acceptance.

The Company's policy is not to accept product returns unless the products are defective.

The Company transfers control of a good or service over time and, therefore, satisfies a performance obligation and recognizes revenue and costs over time, if certain conditions are met, from sales of tangible products under long-term construction contracts, etc., principally in connection with the construction of power plants in which the Company provides engineering, procurement and construction service.

Progress towards complete satisfaction of a performance obligation is measured by reference to the stage of completion measured based on the proportion of contract costs incurred for work performed to date relative to the estimated total contract costs.

The policies on principal versus agent considerations are as follows.

In the ordinary course of business, the Company may act as an intermediary or an agent in executing transactions with third parties.

The Company determines whether the nature of its promise is a performance obligation to provide the specified goods or services itself (i.e. the entity is a principal) or to arrange for those goods or services to be provided by the other party (i.e. the entity is an agent). To the extent that the Company is acting as a principal in a transaction, the Company recognizes revenue on a gross basis when or as the entity satisfies a performance obligation. To the extent that the Company is acting as an agent in a transaction, the Company recognizes revenue on a net basis in the amount of any fee or commission to which it expects to be entitled in exchange for arranging for the specified goods or services to be provided by the other party when or as the entity satisfies a performance obligation.

5. Deferred charges

All items which may be deferred under the Companies Act are charged to expenses when incurred.

6. Hedge accounting

Gains or losses on derivatives are principally deferred until realization of the designated hedged items. Interest rate swaps are not remeasured at fair value, but the differential paid or received under the swap contracts are recognized on an accrual basis and included in interest expense or income to the extent that their nominal amounts, conditions of interest receipts or payments and contractual periods are almost the same as hedged items.

Notes to accounting estimates

Items for which the amount were recorded in the Non-consolidated Financial Statements for the current fiscal year based on accounting estimates and which may have significant impacts on the Non-consolidated Financial Statements for the following fiscal year are as follows.

Investment securities in subsidiaries and associated companies	2,163,519	millions of yen
Other equity interests in subsidiaries and associated companies	456,959	millions of yen

Investment securities and Other equity interests in subsidiaries and associated companies are recorded as the acquisition cost in the Non-consolidated Balance Sheets. However, if the actual value of the securities declines significantly due to deterioration in the financial position of the company issuing the securities, the securities are accounted for the reduction as a loss for the current fiscal year.

The actual value may be estimated based on the future business plans.

Such estimates may be affected by changes in the environment including technological innovation, or by the poor business results of partners. If the timing and amounts of the future cash flows differ from the estimates, the impairment loss may be incurred in the Non-consolidated Financial Statements for the following fiscal year.

Notes to changes in accounting estimates

The significant changes in accounting estimates for the year ended March 31, 2026, are described in "Notes to Non-consolidated Statements of Income - 3. Income taxes-deferred".

Notes to Non-consolidated Balance Sheets

1. Pledged assets and secured liabilities

(1) Pledged assets (Note 1)

Investment securities	44,893	millions of yen
Investment securities in subsidiaries and associated companies	160,408	millions of yen
Long-term loans receivable	3,322	millions of yen
Others (Note 2)	115,162	millions of yen
Total	323,785	millions of yen

Notes:

1. The Company's assets which were provided as pledges include those for loans payable of subsidiaries and associated companies.
2. Guarantee deposits related to derivative transactions and security deposits on rental properties are mainly included.

(2) Secured liabilities

Other current liabilities and others	4,781	millions of yen
Total	4,781	millions of yen

2. Accumulated depreciation of tangible fixed assets 73,942 millions of yen

3. Guarantees of indebtedness

Subsidiaries and associated companies	853,263	millions of yen
Others	85,016	millions of yen
Sub-total	938,279	millions of yen
Keep-well agreement on subsidiaries' financing arrangements	141,368	millions of yen
Total	1,079,647	millions of yen

Note: The table above includes quasi-guarantees. The amounts represent our own obligations.

4. Discounted trade notes receivable with banks 5,147 millions of yen

5. Monetary receivables and payables to subsidiaries and associated companies

Short-term monetary receivables	1,191,555	millions of yen
Short-term monetary payables	352,414	millions of yen
Long-term monetary receivables	818,632	millions of yen
Long-term monetary payables	4,724	millions of yen

Notes to Non-consolidated Statements of Income

1. Operating transactions with subsidiaries and associated companies

Sales(Note1)	1,275,361	millions of yen
Purchases	258,360	millions of yen

Note: 1. Revenue in the Non-consolidated Statement of Income includes certain transactions presented on a net basis.

2. Non-operating transactions with subsidiaries and associated companies

557,859 millions of yen

3. Income taxes-deferred

The Company revised its estimate of future taxable profit based on the expected participation of our subsidiary, SCSK Corporation, in the group tax sharing system. Consequently, deferred tax assets are newly recognized at the end of the current fiscal year that were previously deemed unlikely to be recoverable.

As a result of this change in accounting estimates, the Company recognized profit of 135,061 millions of yen in "Income taxes-deferred" in the Non-consolidated Statements of Income.

Note to Non-consolidated Statements of Changes in Shareholders' Equity

Number of treasury stock as of March 31,2026 Common stock 18,766,168 shares

Note: On May 1, 2026, the Board of Directors resolved to conduct a share split, which is scheduled to take effect on July 1, 2026. Each share of common stock will be split into four shares.

The number of common stock above is calculated based on the number of shares before a share split.

Notes to Deferred Income Tax

1. Significant components of deferred tax assets

Loss on valuation of investment securities, deferred gains or losses on hedges, provision for bad debts and others.

2. Significant components of deferred tax liabilities

Unrealized gains or losses on securities and others, deferred gains or losses on hedges and others.

3. Accounting for corporate taxes and local income taxes, and tax effect accounting related to those taxes

The Company applies the group tax sharing system. In accordance with the "Practical Solution on the Accounting and Disclosure under the Group Tax Sharing System" (ASBJ PITF No.42, August 12, 2021), the company conducts accounting treatment and disclosure of corporate taxes and local income taxes, and tax effect accounting related to those taxes.

Notes to Related Party Transactions

(millions of yen)

Category	Name of company	Proportion of voting power	Relationship with related party	Transactions	Transaction amount	Account name	As of March 31, 2026
Subsidiary	SC INVESTMENTS MANAGEMENT INC.	Directly held 100%	Loan of funds	Loan of funds (Note 1)	679,600	Long-term loans	679,600
				Interest received (Note 1)	2,898	Other current assets	2,898
Subsidiary	SUMITOMO CORPORATION OF AMERICAS	Directly held 100%	Loan of funds	Loan of funds (Note 1)	296,841	Short-term loans	191,988
				Collection of funds	104,853	Long-term loans	16,161
				Interest received (Note 1)	1,246		
Subsidiary	SCMI LTD.	Directly held 100%	Guarantee of indebtedness	Guarantee of indebtedness (Note 2)	240,464	—	—
				Receipt of guarantee fee (Note 2)	108	—	—

Transaction terms and policy

Notes:

1. The interest rates are determined by considering market rates.
2. The rate of the guarantee fee is determined by considering the creditworthiness and other factors.

Notes to per Share Information

1. Net assets per share 1,902.90 yen
2. Net income per share 604.72 yen

Note: On May 1, 2026, the Board of Directors resolved to conduct a share split which is scheduled to take effect on July 1, 2026. Each share of common stock will be split into four shares. The above figures are based on the number of shares before the share split. For the details of the share split, please refer to "Subsequent Events".

Note to Significant Subsequent Events

Repurchases and Cancellation of Treasury Stock

At a meeting of its Board of Directors held on May 1, 2026, the Company has resolved to repurchase shares of its common stock pursuant to Article 156 of the Companies Act of Japan, as applied pursuant to Paragraph 3, Article 165 of the Act, and to cancel a portion of its treasury stock in accordance with Article 178 of the Act. Details of the repurchase and cancellation are as follows.

1. Purpose of the share repurchases

To improve capital efficiency and to enhance shareholder returns

2. Details of the share repurchases

(1) Class of shares to be repurchased:	Common stock
(2) Total number of shares to be repurchased:	Up to 22 million shares(*) (Ratio to the number of outstanding shares (excluding treasury stock) about 1.8%)
(3) Aggregate repurchase amount:	Up to 80 billion yen
(4) Period for repurchases:	From May 7, 2026 to March 31, 2027
(5) Method of repurchases:	Purchase on the Tokyo Stock Exchange

*Note: Please refer to the "Notice Regarding Share Split and Partial Amendment to the Articles of Incorporation" dated May 1, 2026. After the effective date of the share split on July 1, 2026, the total number of shares to be repurchased as set forth in (2) above will be up to 88 million shares.

3. Details of cancellation

(1) Class of shares to be cancelled:	Common stock
(2) Total number of shares of treasury stock to be cancelled:	All shares repurchased
(3) Scheduled date of cancellation:	April 9, 2027

(Reference)

Number of treasury stock shares (as of March 31, 2026)

Number of outstanding shares (excluding treasury stock)	1,192,660,499	shares
Number of treasury stock shares	18,766,168	shares

Share Split

At a meeting of its Board of Directors held on May 1, 2026, the Company has resolved to conduct a share split and make a partial amendment to its articles of incorporation in conjunction with this split.

1. Overview of the share split

(1) Purpose of the share split

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

(2) Method of the share split

Each share of common stock owned by shareholders listed or recorded in the register of shareholders on the record date of June 30, 2026 will be split into four shares.

(3) Number of shares to be increased by the share split

Total number of outstanding shares prior to the share split(June 30, 2026)	1,195,115,184
Number of shares to be increased by the share split	3,585,345,552
Total number of outstanding shares after the share split	4,780,460,736
Total number of shares authorized to be issued after the share split	8,000,000,000

(4) Schedule of the share split

Public notice of record date (scheduled)	June 15, 2026
Record date	June 30, 2026
Effective date	July 1, 2026

(5) Other

The share split will not result in any change in the Company's capital.

2. Partial amendment to the Articles of Incorporation

(1) Purpose of the amendment

In accordance with this share split, by resolution of the Board of Directors pursuant to Article 184 (2) of the Companies Act of Japan, the Company will make the following partial amendment to the Articles of Incorporation, effective from July 1, 2026.

(2) Detail of the amendment

(Changed portions are underlined)

Current Articles of Incorporation	Amended Articles of Incorporation
ARTICLE 6. TOTAL NUMBER OF AUTHORIZED SHARES The total number of shares the Corporation is authorized to issue shall be <u>two billion (2,000,000,000)</u> shares.	ARTICLE 6. TOTAL NUMBER OF AUTHORIZED SHARES The total number of shares the Corporation is authorized to issue shall be <u>eight billion (8,000,000,000)</u> shares.

(3) Schedule of the amendment

Date of the Board of Directors' resolution	May 1, 2026
Effective date	July 1, 2026

The transfer of equity interests in SCSK Corporation to a consolidated subsidiary

The Company resolved to transfer all of its equity interest in SCSK Corporation (hereinafter "SCSK"), a consolidated subsidiary of the Company, to SC Investments Management Inc. (hereinafter "SCIM"), a wholly owned consolidated subsidiary of the Company, with a scheduled transfer date of July 1, 2026 (hereinafter the "Share Transfer"). As of March 31, 2026, SCSK is owned 55.56% by the Company and 44.44% by SCIM. Following the Share Transfer, SCSK will become a wholly owned consolidated subsidiary of SCIM.

In the non-consolidated financial results for the fiscal year ending March 31, 2027, the Company expects to record a gain of approximately JPY 850.0 billion in "gain on sale of investment securities" in connection with the Share Transfer. As the Share Transfer is conducted with a wholly owned subsidiary, its impact on the Company's consolidated financial results is expected to be limited.

The transfer of equity interests in the Ambatovy Nickel Project

The Company, through its wholly owned subsidiary Summit Ambatovy Mineral Resources Investment B.V. (hereinafter "SAMRI"), holds a 54.17% equity interest in Ambatovy Minerals S.A., a nickel mining company, and Dynatec Madagascar S.A., a nickel refining company (hereinafter "Project Companies"). At a meeting of the Board of Directors held on May 1, 2026, the Company resolved to transfer all equity interests in SAMRI and its two subsidiary Project Companies to Ambatovy Mineral Resources Investment Holding Company.

In the non-consolidated financial results for the fiscal year ending March 31, 2027, the Company expects to record losses of approximately JPY 70.0 billion in "Loss on sale of investment securities" and JPY 15.0 billion in "Other non-operating expense," in connection with the transfer.

Note : Non-consolidated results' amounts in millions of yen are rounded down to the nearest million.

Independent Auditor's Report

May 11, 2026

To the Board of Directors of Sumitomo Corporation:

KPMG AZSA LLC
Tokyo Office, Japan

Michitaka Shishido
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Kenji Kasajima
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Takeshi Takahashi
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Opinion

We have audited the consolidated financial statements, which comprise the consolidated statements of financial position, the consolidated statements of comprehensive income, the consolidated statements of changes in equity and the related notes of Sumitomo Corporation (“the Company”) and its consolidated subsidiaries (collectively referred to as “the Group”), as at March 31, 2026 and for the year from April 1, 2025 to March 31, 2026 in accordance with Article 444-4 of the Companies Act.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position and the results of operations of the Group for the period, for which the consolidated financial statements were prepared, in accordance with the latter part of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required by International Financial Reporting Standards.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements of public interest entities in Japan, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. The audit and supervisory committee is responsible for overseeing the directors' performance of their duties with regard to the design,

implementation and maintenance of the reporting process for the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and the Audit and Supervisory Committee for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the latter part of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required by International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with the latter part of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required by International Financial Reporting Standards.

The audit and supervisory committee is responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or

conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with the latter part of Article 120-1 of the Ordinance of Companies Accounting that prescribes some omissions of disclosure items required by International Financial Reporting Standards, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the group audit. We remain solely responsible for our audit opinion.

We communicate with the audit and supervisory committee regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit and supervisory committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company and its consolidated subsidiaries which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Independent Auditor's Report:

The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report as required by the Companies Act for the conveniences of the reader.

Independent Auditor's Report

May 11, 2026

To the Board of Directors of Sumitomo Corporation:

KPMG AZSA LLC
Tokyo Office, Japan

Michitaka Shishido
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Kenji Kasajima
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Takeshi Takahashi
Designated Limited Liability Partner
Engagement Partner
Certified Public Accountant

Opinion

We have audited the financial statements, which comprise the non-consolidated balance sheets, the non-consolidated statements of income, the non-consolidated statements of changes in shareholders' equity and the related notes, and the accompanying supplementary schedules ("the financial statements and the accompanying supplementary schedules") of Sumitomo Corporation ("the Company") as at March 31, 2026 and for the year from April 1, 2025 to March 31, 2026 in accordance with Article 436-2-1 of the Companies Act.

In our opinion, the financial statements and the accompanying supplementary schedules referred to above present fairly, in all material respects, the financial position and the results of operations of the Company for the period, for which the financial statements and the accompanying supplementary schedules were prepared, in accordance with accounting principles generally accepted in Japan.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements and the Accompanying Supplementary Schedules* section of our report. We are independent of the Company in accordance with the ethical requirements that are relevant to our audit of the financial statements of public interest entities in Japan and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. The audit and supervisory

committee is responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the financial statements and the accompanying supplementary schedules does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements and the accompanying supplementary schedules, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the accompanying supplementary schedules or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of Management and the Audit and Supervisory Committee for the Financial Statements and the Accompanying Supplementary Schedules

Management is responsible for the preparation and fair presentation of the financial statements and the accompanying supplementary schedules in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of financial statements and the accompanying supplementary schedules that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the accompanying supplementary schedules, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

The audit and supervisory committee is responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements and the Accompanying Supplementary Schedules

Our objectives are to obtain reasonable assurance about whether the financial statements and the accompanying supplementary schedules as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements and the accompanying supplementary schedules.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements and the accompanying supplementary schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management’s use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements and the accompanying supplementary schedules or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the financial statements and the accompanying supplementary schedules are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the financial statements and the accompanying supplementary schedules, including the disclosures, and whether the financial statements and the accompanying supplementary schedules represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the audit and supervisory committee regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the audit and supervisory committee with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest required to be disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

Notes to the Reader of Independent Auditor’s Report:

This is an English translation of the Independent Auditor’s Report as required by the Companies Act of Japan for the conveniences of the reader.

Audit Report by the Audit & Supervisory Committee

[English translation of the Audit & Supervisory Committee's report originally issued in the Japanese language]

Audit Report

Audit & Supervisory Committee audited the conduct of the Directors during the Company's 158th fiscal year from April 1, 2025, to March 31, 2026. The methods and details, and results of the audit are as follows.

1. Methods and Details of the Audit

The Audit & Supervisory Committee regularly received reports from Directors, employees and others about the operation of the internal control system, which was designed based on resolution of the Board of Directors regarding the matters listed in Article 399-13, Paragraph 1, Item 1, (b) and (c) of the Companies Act, and the status of the construction and operation of the system; requested explanations when deemed necessary; expressed opinions; and conducted audits in the following manner.

- ① In accordance with the audit policies determined by the Audit & Supervisory Committee and division of duties, its Members, in cooperation with the Internal Audit Department and other departments in charge of internal control, attended important meetings, received reports on matters related to the execution of duties from Directors and employees, requested explanations when deemed necessary, examined important documents supporting decisions and other records, and surveyed the status of operations and assets related to the head office and main offices. In addition, the Audit & Supervisory Committee maintained open channels of communication and exchanged information with directors, audit & supervisory board members, and other employees of subsidiaries, and also received business reports from subsidiaries when deemed necessary.
- ② The Audit & Supervisory Committee monitored and verified whether the Accounting Auditor, KPMG AZSA LLC, maintained independence and conducted proper audits. At the same time, reports were received from the Accounting Auditor regarding the status of the execution of its duties, and explanations were requested where deemed necessary. The Audit & Supervisory Committee also received notification from the Accounting Auditor that it had established an assurance system to ensure that duties are performed properly, as prescribed by items in Article 131 of the Accounting Ordinance of the Companies Act, in accordance with the Standards for Quality Control of Audit, as issued by the Business Accounting Council. Explanations were requested where deemed necessary.:

By the methods set forth above, we inspected this fiscal year's business report and its supporting schedules, non-consolidated financial statements (non-consolidated balance sheet, non-consolidated statement of income, non-consolidated statement of changes in shareholders' equity and notes to the non-consolidated financial statements) and their supporting schedules, and the consolidated financial statements (consolidated statements of financial position, consolidated statements of comprehensive income, consolidated statements of changes in equity and notes to the consolidated financial statements).

2. Results of the Audit

- (1) Results of the Audit regarding the Business Report, etc.
 - (i) We consider that the Business Report and its supporting schedules comply with the applicable laws and regulations and with the Articles of Incorporation of the Company and that they present fairly the status of the Company.
 - (ii) There is no serious violation of any applicable laws and regulations or of the Articles of Incorporation of the Company concerning the Directors' execution of their duties.

- (iii) We consider the contents of the Business Report and the Board of Director's resolution regarding the Internal Control System to be proper. Furthermore, there is no matter that requires comment, regarding the Directors' execution their duties concerning the Internal Control System including internal controls over financial reporting. As stated in the Business Report, with respect to the administrative action issued by the Financial Services Agency against our subsidiary, Sumisho Realty Management Co., Ltd., we requested reports on multiple occasions and provided necessary opinions from an audit perspective regarding the progress of the investigation and the formulation of preventive measures. We will continue to closely monitor the implementation status of the preventive measures.
- (2) Results of the Audit regarding the Non-consolidated Financial Statements and their Supporting Documents
We consider the method and results of the audit conducted by the Accounting Auditor, KPMG AZSA LLC, to be proper.
- (3) Results of the Audit regarding the Consolidated Financial Statements
We consider the method and results of the audit conducted by the Accounting Auditor, KPMG AZSA LLC, to be proper.

May 12, 2026

The Audit & Supervisory Committee
Sumitomo Corporation

Daisuke Mikogami (Seal)
Audit & Supervisory
Committee Member(full-time)

Kazunari Sakata (Seal)
Audit & Supervisory Committee Member
(full-time)

Yukiko Nagashima (Seal)
Audit & Supervisory Committee Member

Nobuo Inada (Seal)
Audit & Supervisory Committee Member

Taisei Kunii (Seal)
Audit & Supervisory Committee Member

Note:1.Yukiko Nagashima, Nobuo Inada and Taisei Kunii are Outside Audit & Supervisory Committee Members stipulated by Article 2, Item 15 and Article 331, Paragraph 6 of the Companies Act.
2. The Company transitioned from a company with an Audit & Supervisory Board to a company with an Audit & Supervisory Committee as of June 20, 2025, based on a resolution on the 157th Ordinary General Meeting of Shareholders. The status from April 1, 2025 to June 19, 2025 is based on the handover from the Audit & Supervisory Board.