

**CONVOCAATION NOTICE OF  
THE 155TH ORDINARY GENERAL MEETING OF SHAREHOLDERS**

June 4, 2025  
Sumitomo Electric Industries, Ltd.

On May 28, 2025, Sumitomo Electric Industries, Ltd. (the “Company”) posted the information contained in the Reference Documents and other documents regarding the Ordinary General Meeting of Shareholders (the “Electronic Provision Measures Matters”) on the Internet websites in convening the 155th Ordinary General Meeting of Shareholders. This document only provides translations of information contained in the Japanese original text of the Electronic Provision Measures Matters (except non-consolidated financial statements, independent auditor's reports, the report of Audit & Supervisory Board, instructions on exercise of voting rights, Internet live streaming information, and the map of the venue of the Ordinary General Meeting of Shareholders) disclosed on the Internet in convening the 155th Ordinary General Meeting of Shareholders, solely for the purpose of identifying the items of information contained in the Electronic Provision Measures Matters for reference. The Company does not represent or warrant that the information provided in this document (the “Information”) constitutes a summary of the Electronic Provision Measures Matters or provides a complete and accurate record of the material information of the Electronic Provision Measures Matters. No warranty is given to any user of the Information as to its accuracy or completeness or timeliness. In the event of any dispute regarding or difference between the meaning or intent of the Information and that of the Japanese original text of the Electronic Provision Measures Matters, the Japanese original text of the Electronic Provision Measures Matters shall prevail. In order to accurately and completely understand the information contained in the Electronic Provision Measures Matters, it is necessary to read their complete Japanese original text. The shareholders of the Company are therefore requested to refer to the complete text of the Electronic Provision Measures Matters. The original Japanese text of the Electronic Provision Measures Matters should be available on the Company’s Japanese Web site (<https://sumitomoelectric.com/jp/ir/meeting>).

Neither the provision of the Information nor any part of the Information shall be deemed to be an offer to purchase or sell, or a solicitation of an offer to purchase or sell, any securities, nor shall it be deemed a recommendation for or an endorsement of investment by the Company. Neither the Company nor any of its Directors, officers, employees, agents, affiliates and assigns shall be liable to any person for any losses, damages, costs or expenses of whatever nature arising out of, or in any way related to, any errors to, delays in, ambiguities of, omissions from or alterations to, the Information or for any reliance by such person on any part of the Information.

(Translation)

Securities Code: 5802

June 4, 2025

(Electronic provision measures commencement date: May 28, 2025)

To the Shareholders

Sumitomo Electric Industries, Ltd.  
5-33, Kitahama 4-chome  
Chuo-ku, Osaka City  
Represented by: Osamu Inoue  
President

### CONVOCAION NOTICE OF THE 155TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

We are pleased to hereby inform you that the 155th Ordinary General Meeting of Shareholders (the “Meeting”) will be held as set forth below.

In convening the Ordinary General Meeting of Shareholders, we take electronic provision measures for the information contained in the Reference Documents and other documents regarding the Ordinary General Meeting of Shareholders (the “Electronic Provision Measures Matters”). The Electronic Provision Measures Matters is posted on the following Internet websites. Please access one of the following websites to review the information.

The Company's website:	<a href="https://sumitomoelectric.com/jp/ir/meeting">https://sumitomoelectric.com/jp/ir/meeting</a>
TSE website TSE Listed Company Information Service	<a href="https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show">https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show</a>

On the TSE website, please search by issue name (Sumitomo Electric Industries) or securities code (5802), and select “Basic Information” and “Documents for Public Inspection/PR Information” to review the information.

In addition to attending the Meeting, you have an option to exercise your voting rights by electromagnetic means (the Internet, etc.) or in writing. We cordially request that you exercise your voting rights (in doing so, please follow the “Instructions Regarding Voting” set forth on page 5 [of the Japanese original text]) by 5:15 p.m. of June 25, 2025 (Wednesday), after examining the Reference Documents regarding the Ordinary General Meeting of Shareholders set out below.

- Date:** June 26, 2025 (Thursday) at 10:00 a.m.
- Place:** “The Grand Ballroom” 2nd floor  
The Ritz-Carlton, Osaka  
5-25, Umeda 2-chome, Kita-ku, Osaka City

### 3. Purposes of the Meeting:

#### Matters to be reported

1. Reporting on the Business Report, the Consolidated Financial Statements and the results of the examination of the Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board for the 155th fiscal year (from April 1, 2024 to March 31, 2025)
2. Reporting on the Non-Consolidated Financial Statements for the 155th fiscal year (from April 1, 2024 to March 31, 2025)

#### Matters to be resolved

- First item: Disposition of surplus
- Second item: Appointment of fifteen (15) Directors
- Third item: Appointment of one (1) Audit & Supervisory Board Member
- Fourth item: Payment of bonuses to the Directors

- 
- \* Substitutions are allowed only when the proxy is the Company's shareholder with voting rights, and one person for each shareholder. (The proxy must bring not only the "Voting Instruction Form" of the shareholder but also a certification for his or her authority.)
  - \* Of the Electronic Provision Measures Matters, the following matters are not included in the documents to be delivered to shareholders who requested the delivery of written documents, as they are posted on the aforementioned Internet websites in accordance with laws and regulations and the Articles of Incorporation; in addition, the Audit & Supervisory Board Members and the Accounting Auditors audited the documents subject to the audit, including the following matters:
    - (i) "Content of Resolutions Regarding Development of Systems Necessary to Ensure the Propriety of Operations and Outline of the Operational Status of the Systems" in the business report;
    - (ii) "Consolidated Statement of Changes in Net Assets" and "Notes to Consolidated Financial Statements" in the consolidated financial statements; and
    - (iii) "Non-Consolidated Statement of Changes in Net Assets" and "Notes to Non-Consolidated Financial Statements" in the non-consolidated financial statements.
  - \* When the Electronic Provision Measures Matters need modification by the day before the Meeting, we will notify the shareholders by notice on the aforementioned Internet websites.

(Translation)

**REFERENCE DOCUMENTS  
REGARDING THE ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Agendas and Reference Information

**First item: Disposition of surplus**

Based on maintenance of stable dividends, the Company has the basic policy of making distribution of profits to shareholders after taking into consideration the consolidated business results, the dividend payout ratio, the accumulation level of the retained earnings and other matters.

As for the year-end dividend for the 155th fiscal year, in consideration of the business results for this fiscal year and other matters, the Company proposes to distribute in the amount of sixty one yen (¥61) per share, which is nine yen (¥9) more than that of the preceding fiscal year. As a result, the dividend for this fiscal year, including the interim dividend (thirty six yen (¥36)), is ninety seven yen (¥97) per share, which is twenty yen (¥20) more than that of the preceding fiscal year.

1. Matters concerning the year-end dividend
  - (1) Type of properties to be distributed:

Cash
  - (2) Matter concerning the allocation of properties to be distributed and the total amount thereof:

Sixty one yen (¥61) per ordinary share of the Company  
Total amount of dividends: 47,584,356,437 yen
  - (3) Effective date of distribution of surplus:

June 27, 2025
2. Other matters concerning the disposition of surplus

Not applicable.

**Second item: Appointment of fifteen (15) Directors**

The terms of office of all fifteen (15) current Directors will expire upon the closing of this Meeting. Approval is hereby requested for the appointment of fifteen (15) Directors.

The nominees for the offices of Directors are as stated on pages 11 to 26.

[Reference Information] List of Nominees for Directors

Nominee Number	Name		Position and Areas of Responsibility in the Company (as of May 28, 2025)	Number of Times Attending Board of Directors Meetings (FY2024)
1	Masayoshi Matsumoto	Reappt.	Chairman & CEO	12/13
2	Osamu Inoue	Reappt.	President & COO	13/13
3	Hideo Hato	Reappt.	Executive Vice President General Manager, New Business Development Unit Deputy General Manager, Automotive Business Unit (Systems & Electronics Division) Corporate Staff Group (Legal, Public Relations, Information Systems, Corporate Planning, Intellectual Property, Security Trade Control)	13/13
4	Masaki Shirayama	Reappt.	Managing Director General Manager, Electric Wire & Cable, Energy Business Unit	13/13
5	Yasuhiro Miyata	Reappt.	Managing Director General Manager, Electronics Sales Unit Sales Group (Sales Compliance)	13/13
6	Toshiyuki Sahashi	Reappt.	Managing Director General Manager, Advanced Materials Business Unit Industrial Materials Group (Sintered Metal Components Division)	13/13
7	Yoshiyuki Ogata	Reappt.	Managing Director General Manager, Automotive Business Unit General Manager, Chubu District Office	10/10
8	Hiroshi Sato	Reappt.	Outside Director <input type="checkbox"/> O/S <input type="checkbox"/> Ind. Officer	13/13
9	Michihiro Tsuchiya	Reappt.	Outside Director <input type="checkbox"/> O/S <input type="checkbox"/> Ind. Officer	13/13
10	Katsuaki Watanabe	Reappt.	Outside Director <input type="checkbox"/> O/S <input type="checkbox"/> Ind. Officer	13/13

<b>Nominee Number</b>	<b>Name</b>		<b>Position and Areas of Responsibility in the Company (as of May 28, 2025)</b>	<b>Number of Times Attending Board of Directors Meetings (FY2024)</b>
11	Atsushi Horiba	Reappt.	Outside Director O/S Ind. Officer	11/13
12	Kyoko Kawamata	Reappt.	Outside Director O/S Ind. Officer	10/10
13	Hiroshi Hayami	"New appt."	Senior Managing Executive Officer Deputy General Manager, R&D Unit	-
14	Hisashi Togawa	"New appt."	Senior Managing Executive Officer General Manager, Manufacturing Management & Engineering Unit Deputy General Manager, New Business Development Unit	-
15	Asli M. Colpan	"New appt."	O/S Ind. Officer	-
<p>"Reappt." means a reappointed nominee; "New appt." means a newly appointed nominee; "O/S" means a nominee for Outside Director; and "Ind. Officer" means a nominee for Independent Officer as defined by Tokyo Stock Exchange, Inc., etc.</p>				

Nominee Number	Name (Birth Date)	Number of Company Shares Owned
1	Masayoshi Matsumoto (September 18, 1944)	72,800 shares
	<b>Career Summary, Position, Areas of Responsibility and Important Concurrent Posts</b>	
	<p>Apr. 1967      Joined the Company</p> <p>Jun. 1997      Director</p> <p>Jun. 1999      Managing Director</p> <p>Jun. 2003      Senior Managing Director</p> <p>Jun. 2004      President &amp; COO</p> <p>Jun. 2017      Chairman &amp; CEO</p> <p>(currently maintained)</p> <p>Important Concurrent Posts Chairman, Kansai Economic Federation</p>	
	<b>Reasons Why the Company Nominates the Nominee as a Director</b>	
	<p>The Company has selected him as a nominee for the office of Director because he has been, as a President &amp; COO since June 2004, and as a Chairman &amp; CEO since June 2017, one of the core members of the Company's management and the Company considers him to be qualified for the office of Director in light of the Company's "Policy to Nominate Candidates for Director and Audit &amp; Supervisory Board Member, etc."</p>	

Nominee Number	Name (Birth Date)	Number of Company Shares Owned
2	Osamu Inoue (August 25, 1952)	50,010 shares
	<b>Career Summary, Position, Areas of Responsibility and Important Concurrent Posts</b>	
	Apr. 1975	Joined the Company
	Jun. 2004	Executive Officer Deputy General Manager, Automotive Business Unit
	Jan. 2006	Executive Officer, Sumitomo Wiring Systems, Ltd.
Jun. 2006	Director, Managing Executive Officer, Sumitomo Wiring Systems, Ltd.	
Jun. 2007	Director, Senior Managing Executive Officer, Sumitomo Wiring Systems, Ltd.	
Jun. 2008	Managing Director, General Manager, Automotive Business Unit of the Company	
Apr. 2009	Director of the Company President, Sumitomo Electric Bordnetze GmbH (now known as Sumitomo Electric Bordnetze SE)	
Jun. 2012	Deputy General Manager, Automotive Business Unit of the Company Director, President, Sumitomo Wiring Systems, Ltd.	
Apr. 2017	Managing Executive Officer of the Company Director, Sumitomo Wiring Systems, Ltd.	
Jun. 2017	President & COO  (currently maintained)	
<b>Reasons Why the Company Nominates the Nominee as a Director</b>		
The Company has selected him as a nominee for the office of Director because he has been, as a President & COO, one of the core members of the Company's management since June 2017 and the Company considers him to be qualified for the office of Director in light of the Company's "Policy to Nominate Candidates for Director and Audit & Supervisory Board Member, etc."		

Nominee Number	Name (Birth Date)	Number of Company Shares Owned
3	<b>Hideo Hato</b> (September 3, 1957)	18,700 shares
	<b>Career Summary, Position, Areas of Responsibility and Important Concurrent Posts</b>	
	Apr. 1981	Joined the Ministry of International Trade and Industry
	Jun. 2013	Commissioner, Patent Office
	Jul. 2014	Retired from office
Jun. 2016	Joined the Company Managing Executive Officer	
Jun. 2017	Managing Director	
Apr. 2018	Ditto Deputy General Manager, Automotive Business Unit	
Jun. 2018	Ditto General Manager, New Business Development Unit	
Jun. 2019	Senior Managing Director General Manager, New Business Development Unit Deputy General Manager, Automotive Business Unit	
Jun. 2023	Executive Vice President General Manager, New Business Development Unit Deputy General Manager, Automotive Business Unit	
(currently maintained)		
Areas of Responsibility: General Manager, New Business Development Unit Deputy General Manager, Automotive Business Unit (Systems & Electronics Division) Corporate Staff Group (Legal, Public Relations, Information Systems, Corporate Planning, Intellectual Property, Security Trade Control)		
<b>Reasons Why the Company Nominates the Nominee as a Director</b>		
The Company has selected him as a nominee for the office of Director because he has been, as an Executive Vice President, one of the core members of the Company's management since June 2023 and the Company considers him to be qualified for the office of Director in light of the Company's "Policy to Nominate Candidates for Director and Audit & Supervisory Board Member, etc."		

Nominee Number	Name (Birth Date)	Number of Company Shares Owned
	Masaki Shirayama (November 29, 1961)	28,600 shares
4	<b>Career Summary, Position, Areas of Responsibility and Important Concurrent Posts</b>	
	Apr. 1985	Joined the Company
	Jun. 2012	General Manager, New Business Development Division
	Jun. 2013	Executive Officer Deputy General Manager, Network Products Sales & Marketing Unit General Manager, New Business Marketing and Promotion Division General Manager, Marketing & Promotion Department, New Business Development Unit
	Jun. 2014	Managing Executive Officer General Manager, Social Infrastructure Sales & Marketing Unit
Jun. 2017	Managing Director General Manager, Social Infrastructure Sales & Marketing Unit	
Jun. 2018	Managing Director General Manager, Electric Wire & Cable, Energy Business Unit	
	(currently maintained)	
	Areas of Responsibility: General Manager, Electric Wire & Cable, Energy Business Unit	
	<b>Reasons Why the Company Nominates the Nominee as a Director</b>	
	He has abundant business experience in the sales departments of infrastructure businesses. The Company has selected him as a nominee for the office of Director because he assumed the office of Managing Director in June 2017 and has served as General Manager of the Environment and Energy Group since June 2018, and the Company considers him to be qualified for the office of Director in light of the Company's "Policy to Nominate Candidates for Director and Audit & Supervisory Board Member, etc."	

Nominee Number	Name (Birth Date)	Number of Company Shares Owned
5	Yasuhiro Miyata (April 12, 1961)	11,000 shares
	<b>Career Summary, Position, Areas of Responsibility and Important Concurrent Posts</b>	
	Apr. 1984	Joined the Company
	Jun. 2006	General Manager, Flexible Printed Circuits & Components Sales Division
	Dec. 2011	President, Sumitomo Electric Interconnect Products (Hong Kong), Ltd.
Jun. 2013	Executive Officer Deputy General Manager, Electronics Sales Unit Ditto	
Jun. 2014	Managing Executive Officer General Manager, Electronics Sales Unit	
Jun. 2021	Managing Director General Manager, Electronics Sales Unit	
(currently maintained)		
Areas of Responsibility: General Manager, Electronics Sales Unit Sales Group (Sales Compliance)		
Important Concurrent Posts: Director, TECHNO ASSOCIE Co., Ltd. Director, Sumitomo Electric Interconnect Products (Hong Kong), Ltd.		
<b>Reasons Why the Company Nominates the Nominee as a Director</b>		
He has abundant business experience in the Sales Division for electronics products, and has insight into the global business activities of enterprises. The Company has selected him as a nominee for the office of Director because he assumed the offices of Managing Executive Officer and General Manager of the Sales Group in June 2014 and has continuously served as General Manager of the Group since assuming the office of Managing Director in June 2021, and the Company considers him to be qualified for the office of Director in light of the Company's "Policy to Nominate Candidates for Director and Audit & Supervisory Board Member, etc."		

Nominee Number	Name (Birth Date)	Number of Company Shares Owned
6	Toshiyuki Sahashi (December 31, 1960)	10,500 shares
	<b>Career Summary, Position, Areas of Responsibility and Important Concurrent Posts</b>	
	Apr. 1986	Joined the Company
	Jun. 2016	President, Sumitomo Electric Hardmetal Corp.
	Jun. 2017	Executive Officer Ditto
Jun. 2019	Managing Executive Officer Deputy General Manager, Advanced Materials Business Unit President, Sumitomo Electric Hardmetal Corp.	
Jun. 2021	Managing Director General Manager, Advanced Materials Business Unit	
(currently maintained)		
Areas of Responsibility: General Manager, Advanced Materials Business Unit Industrial Materials Group (Sintered Metal Components Division)		
Important Concurrent Posts: Director, Sumitomo Electric Hardmetal Corp. Director, Sumitomo Electric Sintered Alloy, Ltd.		
<b>Reasons Why the Company Nominates the Nominee as a Director</b>		
He has abundant business experience in the Industrial Materials Group, and has insight into the global business activities of enterprises. The Company has selected him as a nominee for the office of Director because he has served as Managing Director and General Manager of the Industrial Materials Group since June 2021, and the Company considers him to be qualified for the office of Director in light of the Company's "Policy to Nominate Candidates for Director and Audit & Supervisory Board Member, etc."		

Nominee Number	Name (Birth Date)	Number of Company Shares Owned
7	Yoshiyuki Ogata (November 25, 1963)	12,800 shares
	<b>Career Summary, Position, Areas of Responsibility and Important Concurrent Posts</b>	
	Apr. 1986	Joined the Company
	Jan. 2012	General Manager, Sales Division (Eastern Japan)
	Jun. 2016	Executive Officer Deputy General Manager, Automotive Business Unit Ditto
Apr. 2020	Managing Executive Officer Deputy General Manager, Automotive Business Unit General Manager, Sales Division (Eastern Japan)	
Oct. 2020	Managing Executive Officer Deputy General Manager, Automotive Business Unit	
Jun. 2022	Ditto General Manager, Chubu District Office	
Jun. 2023	Senior Managing Executive Officer Deputy General Manager, Automotive Business Unit General Manager, Chubu District Office	
Jun. 2024	Managing Director General Manager, Automotive Business Unit General Manager, Chubu District Office	
(currently maintained)		
Areas of Responsibility: General Manager, Automotive Business Unit General Manager, Chubu District Office		
Important Concurrent Posts: Chairman, Sumitomo Electric Wiring Systems, Inc. Director, Sumitomo Electric Wiring Systems (Europe) Ltd. Director, Sumitomo Electric Bordnetze SE Chairman of the Board of Directors, SEWS-CABIND S.p.A. Joint Representative Director, Kyungshin Corporation		
<b>Reasons Why the Company Nominates the Nominee as a Director</b>		
He has abundant business experience in the sales departments of automotive businesses and has insight into the global business activities of enterprises. The Company has selected him as a nominee for the office of Director because he has served as Managing Director and General Manager of the Automotive Business Unit since June 2024, and the Company considers him to be qualified for the office of Director in light of the Company's "Policy to Nominate Candidates for Director and Audit & Supervisory Board Member, etc."		

Nominee Number	Name (Birth Date)	Number of Company Shares Owned
	<p style="text-align: center;"><b>Hiroshi Sato</b> (September 25, 1945)</p> <div style="border: 1px solid black; width: fit-content; margin: 5px auto; padding: 2px;">Nominee for Outside Director</div> <div style="border: 1px solid black; width: fit-content; margin: 5px auto; padding: 2px;">Nominee for Independent Officer</div>	20,400 shares
	<b>Career Summary, Position, Areas of Responsibility and Important Concurrent Posts</b>	
8	<p>Apr. 1970      Joined Kobe Steel, Ltd.</p> <p>Jun. 1996      Director, Kobe Steel, Ltd.</p> <p>Apr. 1999      Ditto, Executive Officer, Kobe Steel, Ltd.</p> <p>Jun. 1999      Managing Executive Officer, Kobe Steel, Ltd.</p> <p>Jun. 2000      Director, Kobe Steel, Ltd., Ditto</p> <p>Jun. 2002      Director, Senior Managing Executive Officer, Kobe Steel, Ltd.</p> <p>Jun. 2003      Senior Managing Director, Kobe Steel, Ltd.</p> <p>Apr. 2004      Executive Vice President and Director, Kobe Steel, Ltd.</p> <p>Apr. 2009      President and Director, Kobe Steel, Ltd.</p> <p>Apr. 2013      Chairman of the Board and Director, Kobe Steel, Ltd.</p> <p>Apr. 2016      Senior Advisor and Director, Kobe Steel, Ltd.</p> <p>Jun. 2016      Senior Advisor, Kobe Steel, Ltd. Director of the Company (Outside Director)</p> <p>Apr. 2018      Advisor, Kobe Steel Ltd. Director of the Company (Outside Director)</p> <p>(currently maintained)</p> <p>Important Concurrent Posts: Advisor, Kobe Steel, Ltd. President &amp; Representative Director, The Kobe International House Inc. Director, Iwatani Corporation (Outside Director)</p>	
	<b>Reasons Why the Company Nominates the Nominee as an Outside Director, Expected Roles, etc.</b>	
	<p>He has abundant experience and great insight into overall corporate management, through being involved in the management of a company globally conducting a wide range of business, such as materials, machinery, and energy, with a central focus on iron and steel, as well as abundant business experience in fields of research on materials and technical development, in particular. In addition, he serves as a member of both the Nominating Advisory Committee and the Compensation Advisory Committee of the Company. Based on the foregoing, the Company has selected him as a nominee for the office of Outside Director because the Company expects that he will contribute to supervising management from an objective perspective that is independent from the execution of business and ensuring transparency and fairness in the consideration of Officers' personnel affairs and remuneration, and the Company considers him to be qualified for the office of Outside Director in light of the Company's "Policy to Nominate Candidates for Director and Audit &amp; Supervisory Board Member, etc." While the Company has a business relationship with Kobe Steel, Ltd., where he previously served as an executive, involving matters such as the purchase and sale of the products, the value of each transaction is less than 1% of the total sales of the Company and Kobe Steel, Ltd. respectively. Therefore, that fact above does not influence his independence. The Company has no transactions with The Kobe International House Inc.,</p>	

	where he currently holds office as a President & Representative Director.
--	---

Nominee Number	Name (Birth Date)	Number of Company Shares Owned
9	<p style="text-align: center;">Michihiro Tsuchiya (July 12, 1947)</p> <div style="border: 1px solid black; width: fit-content; margin: 5px auto; padding: 2px;">Nominee for Outside Director</div> <div style="border: 1px solid black; width: fit-content; margin: 5px auto; padding: 2px;">Nominee for Independent Officer</div>	12,400 shares
	<b>Career Summary, Position, Areas of Responsibility and Important Concurrent Posts</b>	
	<p>Apr. 1976      Joined Tanabe Seiyaku Co., Ltd. (now known as Mitsubishi Tanabe Pharma Corporation)</p> <p>Jun. 2001      Board Director, Tanabe Seiyaku Co., Ltd.</p> <p>Jun. 2003      Managing Board Director, Tanabe Seiyaku Co., Ltd.</p> <p>Jun. 2005      Board Director, Managing Executive Officer, Tanabe Seiyaku Co., Ltd.</p> <p>Jun. 2006      Representative Director, Senior Managing Executive Officer, Tanabe Seiyaku Co., Ltd.</p> <p>Oct. 2007      Board Director, Vice President, Mitsubishi Tanabe Pharma Corporation</p> <p>Jun. 2008      Ditto Director, Mitsubishi Chemical Holdings Corporation (now known as Mitsubishi Chemical Group Corporation)</p> <p>Jun. 2009      President &amp; Representative Director, Chief Executive Officer, Mitsubishi Tanabe Pharma Corporation Director, Mitsubishi Chemical Holdings Corporation (now known as Mitsubishi Chemical Group Corporation) (now Ditto)</p> <p>Jun. 2014      Chairman of the Board &amp; Representative Director, Mitsubishi Tanabe Pharma Corporation</p> <p>Jun. 2016      Chairman of the Board, Mitsubishi Tanabe Pharma Corporation</p> <p>Jun. 2017      Senior Advisor, Mitsubishi Tanabe Pharma Corporation</p> <p>Jun. 2018      Ditto Director of the Company (Outside Director)</p> <p>Jun. 2019      Director of the Company (Outside Director)</p> <p>(currently maintained)</p> <p>Important Concurrent Posts: Director, RaQualia Pharma Inc. (Outside Director)</p>	
<b>Reasons Why the Company Nominates the Nominee as an Outside Director, Expected Roles, etc.</b>		
<p>He has abundant experience and great insight into overall corporate management, through being involved in the management of the companies developing global manufacture and sales business of pharmaceuticals, as well as abundant business experience in fields of research and development and management strategies, in particular. In addition, he serves as Chairman of both the Nominating Advisory Committee and the Compensation Advisory Committee of the Company. Based on the foregoing, the Company has selected him as a nominee for the office of Outside Director because the Company expects that he will contribute to supervising management from an objective perspective that is independent from the execution of business and ensuring transparency and fairness in the consideration of Officers' personnel affairs and remuneration, and the Company considers him to be qualified for the office of Outside Director in light of the Company's "Policy to Nominate Candidates for Director and Audit &amp; Supervisory Board Member,</p>		

	etc.” The Company has no transactions with Mitsubishi Tanabe Pharma Corporation, where he previously served as an executive.
--	--

Nominee Number	Name (Birth Date)	Number of Company Shares Owned
10	<p style="text-align: center;">Katsuaki Watanabe (February 13, 1942)</p> <div style="border: 1px solid black; width: fit-content; margin: 5px auto; padding: 2px;">Nominee for Outside Director</div> <div style="border: 1px solid black; width: fit-content; margin: 5px auto; padding: 2px;">Nominee for Independent Officer</div>	19,200 shares
	<b>Career Summary, Position, Areas of Responsibility and Important Concurrent Posts</b>	
	<p>Apr. 1964</p> <p>Sept. 1992</p> <p>Jun. 1997</p> <p>Jun. 1999</p> <p>Jun. 2001</p> <p>Jun. 2005</p> <p>Jun. 2009</p> <p>Jun. 2011</p> <p>Jun. 2013</p> <p>Jun. 2015</p> <p>Jul. 2018</p> <p>Jun. 2021</p> <p>(currently maintained)</p> <p>Important Concurrent Posts:</p>	<p>Joined Toyota Motor Co., Ltd. (now known as Toyota Motor Corporation)</p> <p>Director, Toyota Motor Corporation</p> <p>Managing Director, Toyota Motor Corporation</p> <p>Senior Managing Director, Toyota Motor Corporation</p> <p>Executive Vice President, Toyota Motor Corporation</p> <p>President, Toyota Motor Corporation</p> <p>Vice Chairman, Toyota Motor Corporation</p> <p>Senior Advisor, Toyota Motor Corporation</p> <p>Ditto Audit &amp; Supervisory Board Member (Outside Audit &amp; Supervisory Board Member) of the Company</p> <p>Advisor, Toyota Motor Corporation Audit &amp; Supervisory Board Member (Outside Audit &amp; Supervisory Board Member) of the Company</p> <p>Audit &amp; Supervisory Board Member (Outside Audit &amp; Supervisory Board Member) of the Company</p> <p>Director of the Company (Outside Director)</p> <p>Director, Kyushu Financial Group, Inc. (Outside Director)</p>
<b>Reasons Why the Company Nominates the Nominee as an Outside Director, Expected Roles, etc.</b>		
<p>He was involved in the management of a company that conducted its business globally with a central focus on transportation equipment, and he has extensive experience and great insight in relation to overall corporate management, as well as abundant business experience in fields of supply chains, corporate planning, and manufacturing, etc. in particular. In addition to the comments made at the Board of Directors meeting, he has actively provided objective and useful opinions from an independent standpoint based on his business experience stated above in various situations, including various meetings of the Company and visits to the business offices of the Company and its affiliated companies, contributing to the sustainable growth and enhancement of corporate value of the Company over the medium to long term. In addition, he serves as a member of both the Nominating Advisory Committee and the Compensation Advisory Committee of the Company. Based on the foregoing, the Company has selected him as a nominee for the office of Outside Director because the Company expects that he will contribute to supervising management from an objective perspective that is independent from the execution of business and ensuring transparency and fairness in consideration of Officers' personnel affairs and remuneration, and the Company considers him to be qualified for the office of Outside Director in light of the Company's "Policy to Nominate Candidates for Director and Audit &amp; Supervisory Board Member, etc." While the Company has a business relationship with Toyota Motor</p>		

	<p>Corporation, where he previously served as an executive, involving matters such as the purchase and sale of products, ten years or more have passed since he retired from the position of executive of Toyota Motor Corporation. Furthermore, considering the scale of the relevant transactions, that fact above does not influence his independence.</p>
--	---

Nominee Number	Name (Birth Date)	Number of Company Shares Owned
11	<p style="text-align: center;"><b>Atsushi Horiba</b> (February 5, 1948)</p> <div style="border: 1px solid black; width: fit-content; margin: 5px auto; padding: 2px;">Nominee for Outside Director</div> <div style="border: 1px solid black; width: fit-content; margin: 5px auto; padding: 2px;">Nominee for Independent Officer</div>	5,700 shares
	<b>Career Summary, Position, Areas of Responsibility, and Important Concurrent Posts</b>	
	<p>Sept. 1972      Joined HORIBA, Ltd.</p> <p>Jun. 1982      Director of HORIBA, Ltd.</p> <p>Jun. 1988      Senior Managing Director of HORIBA, Ltd.</p> <p>Jan. 1992      President of HORIBA, Ltd.</p> <p>Jun. 1995      Ditto President of STEC Co., Ltd. (now known as HORIBA STEC, Co., Ltd.)</p> <p>Jun. 2005      Chairman, President &amp; CEO of HORIBA, Ltd., President of HORIBA STEC, Co., Ltd.</p> <p>Apr. 2016      Chairman, President &amp; CEO of HORIBA, Ltd., Chairman of HORIBA STEC, Co., Ltd.</p> <p>Jan. 2018      Chairman &amp; Group CEO of HORIBA, Ltd., Chairman of HORIBA STEC, Co., Ltd.</p> <p>Jun. 2021      Ditto Director of the Company (Outside Director)</p> <p>(currently maintained)</p> <p>Important Concurrent Posts: Chairman &amp; Group CEO, HORIBA, Ltd. Chairman, HORIBA STEC, Co., Ltd. Director, SoftBank Corp. (Outside Director)</p>	
	<b>Reasons Why the Company Nominates the Nominee as an Outside Director, Expected Roles, etc.</b>	
	<p>He was involved in the management of a company that conducted its business globally with a central focus on analysis and measuring equipment, and he has extensive experience and great insight in relation to overall corporate management, as well as abundant business experience in fields of management strategies (global management, M&amp;A, etc.), in particular. Based on the foregoing, the Company has selected him as a nominee for the office of Outside Director because the Company expects that he will contribute to further improvements in supervisory functions of management from an objective perspective that is independent from the execution of business, and the Company considers him to be qualified for the office of Outside Director in light of the Company's "Policy to Nominate Candidates for Director and Audit &amp; Supervisory Board Member, etc." While the Company has a business relationship with HORIBA, Ltd., where he currently holds office as a Chairman &amp; Group CEO, involving matters such as the purchase of equipment, the value of each transaction is less than 1% of the total sales of the Company and HORIBA, Ltd. respectively. Therefore, that fact above does not influence his independence. In addition, while the Company has a business relationship with HORIBA STEC, Co., Ltd., where he currently holds office as a Chairman, involving matters such as the purchase of equipment, the value of each transaction is less than 1% of the total sales of the Company and HORIBA STEC, Co., Ltd. respectively. Therefore, that fact above does not influence his independence.</p>	

Nominee Number	Name (Birth Date)	Number of Company Shares Owned
12	<p style="text-align: center;">Kyoko Kawamata (December 3, 1964)</p> <div style="border: 1px solid black; width: fit-content; margin: 5px auto; padding: 2px;">Nominee for Outside Director</div> <div style="border: 1px solid black; width: fit-content; margin: 5px auto; padding: 2px;">Nominee for Independent Officer</div>	600 shares
	<b>Career Summary, Position, Areas of Responsibility, and Important Concurrent Posts</b>	
	<p>Apr. 1988      Joined The Mainichi Newspapers Co., Ltd.</p> <p>Jul. 2015      Deputy General Manager, Project Headquarters of The Mainichi Newspapers Co., Ltd.</p> <p>Apr. 2020      Deputy Manager, President's Office of The Mainichi Newspapers Co., Ltd.</p> <p>Apr. 2021      General Manager, Intellectual Property Business Headquarters of The Mainichi Newspapers Co., Ltd.</p> <p>Apr. 2022      Ditto Director of The Mainichi Newspapers Co., Ltd.</p> <p>Oct. 2022      Director of The Mainichi Newspapers Co., Ltd. Member of the Group Corporate Strategy Office of The Mainichi Newspapers Group Holdings Co., Ltd.</p> <p>Jun. 2024      Director of the Company (Outside Director)</p> <p>Jul. 2024      Ditto Head of Management Planning Office, Tokyo National Museum, Independent Administrative Institution, National Institutes for Cultural Heritage</p> <p>(currently maintained)</p> <p>Important Concurrent Posts: Head of Management Planning Office, Tokyo National Museum, Independent Administrative Institution, National Institutes for Cultural Heritage</p>	
	<b>Reasons Why the Company Nominates the Nominee as an Outside Director, Expected Roles, etc.</b>	
	<p>She held important posts in a major newspaper company for many years and has abundant business experience and a wide range of insight. Based on the foregoing, the Company has selected her as a nominee for the office of Outside Director because the Company expects that she will contribute to further improvements in supervisory functions of management from an objective perspective that is independent from the execution of business, and the Company considers her to be qualified for the office of Outside Director in light of the Company's "Policy to Nominate Candidates for Director and Audit &amp; Supervisory Board Member, etc." The Company has no transactions with Tokyo National Museum, Independent Administrative Institution, National Institutes for Cultural Heritage, where she serves as Head of Management Planning Office.</p>	

Nominee Number	Name (Birth Date)	Number of Company Shares Owned
13	<p style="text-align: center;">Hiroshi Hayami (March 26, 1960)</p> <div style="border: 1px solid black; width: fit-content; margin: 0 auto; padding: 2px;">Newly appointed</div>	2,100 shares
	<b>Career Summary, Position, Areas of Responsibility, and Important Concurrent Posts</b>	
	<p>Apr. 1984      Joined the Company</p> <p>Oct. 2013      General Manager, Electronics &amp; Materials Laboratory</p> <p>Jul. 2014      General Manager, Energy &amp; Electronics Materials Laboratory</p> <p>Jun. 2017      Executive Officer Deputy General Manager, R&amp;D Unit Ditto</p> <p>Apr. 2020      Managing Executive Officer Deputy General Manager, R&amp;D Unit General Manager, Energy &amp; Electronics Materials Laboratory General Manager, Flexible Printed Circuits Division</p> <p>Apr. 2022      Managing Executive Officer Deputy General Manager, R&amp;D Unit General Manager, Flexible Printed Circuits Division</p> <p>Jun. 2023      Senior Managing Executive Officer Deputy General Manager, R&amp;D Unit</p> <p>(currently maintained)</p> <p>Important Concurrent Posts: Director, SEI Electronic Components (Vietnam), Ltd.</p>	
	<b>Reasons Why the Company Nominates the Nominee as a Director</b>	
	<p>He has abundant business experience in the R&amp;D Group and the Flexible Printed Circuits Division. The Company has selected him as a nominee for the office of Director because he assumed the offices of Executive Officer and Deputy General Manager of the R&amp;D Group in June 2017 and Managing Executive Officer in April 2020, taking charge of the Flexible Printed Circuits Division in addition to the aforementioned group. He assumed the office of Senior Managing Executive Officer in June 2023, and has continued to be in charge of this group and division since his appointment, and the Company considers him to be qualified for the office of Director in light of the Company's "Policy to Nominate Candidates for Director and Audit &amp; Supervisory Board Member, etc."</p>	

Nominee Number	Name (Birth Date)	Number of Company Shares Owned																				
14	<p style="text-align: center;"><b>Hisashi Togawa</b> (March 5, 1963)</p> <div style="border: 1px solid black; width: fit-content; margin: auto; padding: 2px;">Newly appointed</div>	5,200 shares																				
	<b>Career Summary, Position, Areas of Responsibility, and Important Concurrent Posts</b>																					
	<table border="0" style="width: 100%;"> <tr> <td style="width: 15%;">Apr. 1987</td> <td>Joined the Company</td> </tr> <tr> <td>Apr. 2008</td> <td>Manager, Plant &amp; Production Systems Engineering Division Technical Training Center</td> </tr> <tr> <td>Apr. 2013</td> <td>President, PT. Sumi Indo Kabel Tbk.</td> </tr> <tr> <td>Apr. 2017</td> <td>Executive Officer Deputy General Manager, Manufacturing Management &amp; Engineering Unit General Manager, Plant &amp; Production Systems Engineering Division</td> </tr> <tr> <td>Apr. 2019</td> <td>Ditto Deputy General Manager, New Business Development Unit</td> </tr> <tr> <td>Oct. 2019</td> <td>Executive Officer Deputy General Manager, Manufacturing Management &amp; Engineering Unit Deputy General Manager, New Business Development Unit</td> </tr> <tr> <td>Jun. 2020</td> <td>Managing Executive Officer General Manager, Manufacturing Management &amp; Engineering Unit Deputy General Manager, New Business Development Unit</td> </tr> <tr> <td>Aug. 2021</td> <td>Ditto Manager, Technical Training Center</td> </tr> <tr> <td>Feb. 2022</td> <td>Managing Executive Officer General Manager, Manufacturing Management &amp; Engineering Unit Deputy General Manager, New Business Development Unit</td> </tr> <tr> <td>Jun. 2024</td> <td>Senior Managing Executive Officer General Manager, Manufacturing Management &amp; Engineering Unit Deputy General Manager, New Business Development Unit</td> </tr> </table> <p>(currently maintained)</p>		Apr. 1987	Joined the Company	Apr. 2008	Manager, Plant & Production Systems Engineering Division Technical Training Center	Apr. 2013	President, PT. Sumi Indo Kabel Tbk.	Apr. 2017	Executive Officer Deputy General Manager, Manufacturing Management & Engineering Unit General Manager, Plant & Production Systems Engineering Division	Apr. 2019	Ditto Deputy General Manager, New Business Development Unit	Oct. 2019	Executive Officer Deputy General Manager, Manufacturing Management & Engineering Unit Deputy General Manager, New Business Development Unit	Jun. 2020	Managing Executive Officer General Manager, Manufacturing Management & Engineering Unit Deputy General Manager, New Business Development Unit	Aug. 2021	Ditto Manager, Technical Training Center	Feb. 2022	Managing Executive Officer General Manager, Manufacturing Management & Engineering Unit Deputy General Manager, New Business Development Unit	Jun. 2024	Senior Managing Executive Officer General Manager, Manufacturing Management & Engineering Unit Deputy General Manager, New Business Development Unit
	Apr. 1987	Joined the Company																				
	Apr. 2008	Manager, Plant & Production Systems Engineering Division Technical Training Center																				
Apr. 2013	President, PT. Sumi Indo Kabel Tbk.																					
Apr. 2017	Executive Officer Deputy General Manager, Manufacturing Management & Engineering Unit General Manager, Plant & Production Systems Engineering Division																					
Apr. 2019	Ditto Deputy General Manager, New Business Development Unit																					
Oct. 2019	Executive Officer Deputy General Manager, Manufacturing Management & Engineering Unit Deputy General Manager, New Business Development Unit																					
Jun. 2020	Managing Executive Officer General Manager, Manufacturing Management & Engineering Unit Deputy General Manager, New Business Development Unit																					
Aug. 2021	Ditto Manager, Technical Training Center																					
Feb. 2022	Managing Executive Officer General Manager, Manufacturing Management & Engineering Unit Deputy General Manager, New Business Development Unit																					
Jun. 2024	Senior Managing Executive Officer General Manager, Manufacturing Management & Engineering Unit Deputy General Manager, New Business Development Unit																					
<b>Reasons Why the Company Nominates the Nominee as a Director</b>																						
<p>He has abundant business experience in production technology, including environmental conservation, and has insight into the global business activities of enterprises. The Company has selected him as a nominee for the office of Director because he assumed the offices of Managing Executive Officer and General Manager of Manufacturing Management &amp; Engineering Group in June 2020 and has continuously served as General Manager of the Group since assuming the office of Senior Managing Executive Officer in June 2024, and the Company considers him to be qualified for the office of Director in light of the Company's "Policy to Nominate Candidates for Director and Audit &amp; Supervisory Board Member, etc."</p>																						

Nominee Number	Name (Birth Date)	Number of Company Shares Owned														
15	<p style="text-align: center;">Asli M. Colpan (October 25, 1977)</p> <div style="border: 1px solid black; width: fit-content; margin: 5px auto; padding: 2px;">Newly appointed</div> <div style="border: 1px solid black; width: fit-content; margin: 5px auto; padding: 2px;">Nominee for Outside Director</div> <div style="border: 1px solid black; width: fit-content; margin: 5px auto; padding: 2px;">Nominee for Independent Officer</div>	0 share														
	<b>Career Summary, Position, Areas of Responsibility, and Important Concurrent Posts</b>															
	<table border="0" style="width: 100%;"> <tr> <td style="width: 15%; vertical-align: top;">Apr. 2008</td> <td>Program-specific Associate Professor, Kyoto Center for Japanese Studies, Columbia University</td> </tr> <tr> <td style="vertical-align: top;">Oct. 2012</td> <td>Visiting Scholar, Reischauer Institute of Japanese Studies, Harvard University Visiting Associate Professor, Department of Political Science and Sloan School of Management, Massachusetts Institute of Technology</td> </tr> <tr> <td style="vertical-align: top;">Apr. 2016</td> <td>Associate Professor, Graduate School of Economics, Kyoto University</td> </tr> <tr> <td style="vertical-align: top;">May. 2016</td> <td>Associate Professor, Graduate School of Management, Kyoto University</td> </tr> <tr> <td style="vertical-align: top;">Sep. 2016</td> <td>Visiting Professor, Harvard Business School</td> </tr> <tr> <td style="vertical-align: top;">Apr. 2018</td> <td>Professor, Graduate School of Economics, Kyoto University Professor, Graduate School of Management, Kyoto University</td> </tr> <tr> <td style="vertical-align: top;">Jan. 2025</td> <td>Ditto Deputy Executive Vice-President, Kyoto University</td> </tr> </table> <p>(currently maintained)</p> <p>Important Concurrent Posts:</p> <ul style="list-style-type: none"> <li>Professor, Graduate School of Economics, Kyoto University</li> <li>Professor, Graduate School of Management, Kyoto University</li> <li>Deputy Executive Vice-President, Kyoto University</li> <li>Audit &amp; Supervisory Board Member, Sumitomo Rubber Industries, Ltd. (Outside Audit &amp; Supervisory Board Member)</li> <li>Director, Kansai Paint Co., Ltd. (Outside Director)</li> </ul>		Apr. 2008	Program-specific Associate Professor, Kyoto Center for Japanese Studies, Columbia University	Oct. 2012	Visiting Scholar, Reischauer Institute of Japanese Studies, Harvard University Visiting Associate Professor, Department of Political Science and Sloan School of Management, Massachusetts Institute of Technology	Apr. 2016	Associate Professor, Graduate School of Economics, Kyoto University	May. 2016	Associate Professor, Graduate School of Management, Kyoto University	Sep. 2016	Visiting Professor, Harvard Business School	Apr. 2018	Professor, Graduate School of Economics, Kyoto University Professor, Graduate School of Management, Kyoto University	Jan. 2025	Ditto Deputy Executive Vice-President, Kyoto University
	Apr. 2008	Program-specific Associate Professor, Kyoto Center for Japanese Studies, Columbia University														
Oct. 2012	Visiting Scholar, Reischauer Institute of Japanese Studies, Harvard University Visiting Associate Professor, Department of Political Science and Sloan School of Management, Massachusetts Institute of Technology															
Apr. 2016	Associate Professor, Graduate School of Economics, Kyoto University															
May. 2016	Associate Professor, Graduate School of Management, Kyoto University															
Sep. 2016	Visiting Professor, Harvard Business School															
Apr. 2018	Professor, Graduate School of Economics, Kyoto University Professor, Graduate School of Management, Kyoto University															
Jan. 2025	Ditto Deputy Executive Vice-President, Kyoto University															
<b>Reasons Why the Company Nominates the Nominee as an Outside Director, Expected Roles, Reasons Why the Company Has Determined that the Nominee is Capable of Conducting the Duties Appropriately as an Outside Director, etc.</b>																
<p>She has deep insight and a global perspective as a university professor whose main fields of research are management strategy and corporate governance. Based on the foregoing, the Company has selected her as a nominee for the office of Outside Director because the Company expects that she will contribute to further improvements in supervisory functions of management from an objective perspective that is independent from the execution of business, and the Company considers her to be qualified for the office of Outside Director in light of the Company's "Policy to Nominate Candidates for Director and Audit &amp; Supervisory Board Member, etc." She has no experience concerning company management other than acting as an Outside Director; however, the Company has determined that she is capable of conducting the duties appropriately as an Outside Director because of the reasons above.</p> <p>While the Company has a business relationship with Kyoto University, where she serves as a professor and Deputy Executive Vice-President, involving matters such as the sale of the products, payment of contract research fees, and donations to the Materials Science and Engineering Forum operated by the university, the total value of each transaction is less than 60 million yen. Therefore, that fact above does not influence her independence.</p>																

Notes:

1. None of the nominees for the offices of Directors have business connections with the Company.
2. Mr. Hiroshi Sato, Mr. Michihiro Tsuchiya, Mr. Katsuaki Watanabe, Mr. Atsushi Horiba, Ms. Kyoko Kawamata, and Ms. Asli M. Colpan are nominees for Outside Directors and for Independent Officers as defined by Tokyo Stock Exchange, Inc., etc.
3. Matters to be described specifically regarding the Outside Director nominees (Mr. Hiroshi Sato, Mr. Michihiro Tsuchiya, Mr. Katsuaki Watanabe, Mr. Atsushi Horiba, Ms. Kyoko Kawamata, and Ms. Asli M. Colpan) are as follows:
  - (1) Number of years since the Outside Director nominees started to hold office as an Outside Director or an Audit & Supervisory Board Member of the Company

Mr. Hiroshi Sato will have held office as an Outside Director for nine (9) years upon the closing of this Meeting.

Mr. Michihiro Tsuchiya will have held office as an Outside Director for seven (7) years upon the closing of this Meeting.

Mr. Katsuaki Watanabe will have held office as an Outside Director for four (4) years upon the closing of this Meeting. He had held office as an Outside Audit & Supervisory Board Member for eight (8) years until the time when he retired in June 2021.

Mr. Atsushi Horiba will have held office as an Outside Director for four (4) years upon the closing of this Meeting.

Ms. Kyoko Kawamata will have held office as an Outside Director for one (1) year upon the closing of this Meeting.
  - (2) Outline of the substance of the limited liability contract

The Company has entered into a limited liability contract with Mr. Hiroshi Sato, Mr. Michihiro Tsuchiya, Mr. Katsuaki Watanabe, Mr. Atsushi Horiba, and Ms. Kyoko Kawamata. The contract provides, with respect to the liability under Article 423, paragraph 1 of the Companies Act, that each of them owes liability for damages limited to the higher amount of either 10 million yen or the minimum liability amount provided under Article 425, paragraph 1 of the Act, if they act without knowledge and are not grossly negligent in conducting their duties.

If the appointment of Ms. Asli M. Colpan is approved, the Company intends to enter into a limited liability contract with her, the terms and conditions of which are similar to the limited liability contract with each of the nominees above.
  - (3) Others

Ms. Asli M. Colpan is an Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member) of Sumitomo Rubber Industries, Ltd., a specified associated service provider (affiliated company) of the Company.
4. The Company has entered into a directors and officers liability insurance contract under which all Directors are insureds, and the contract provides that it will compensate for damage (through the payment of monetary damages and litigation costs, etc.) borne by the insureds if such compensation for damage is claimed as a result of an act (or an omission) conducted by the insureds in relation to the execution of their duties.

If each nominee starts to hold office as a Director, they will become insureds under the insurance contract and the insurance contract will be renewed during their terms of office.

**Third item: Appointment of one (1) Audit & Supervisory Board Member**

The term of office of Audit & Supervisory Board Member Mr. Tatsuo Kijima will expire upon the closing of this Meeting. Approval is hereby requested for the appointment of one (1) Audit & Supervisory Board Member.

The nominee for the office of Audit & Supervisory Board Member is as follows, and this agenda has already been approved by the Audit & Supervisory Board.

	Name (Birth Date)	Number of Company Shares Owned																				
	<p style="text-align: center;">Tatsuo Kijima (September 22, 1954)</p> <div style="border: 1px solid black; padding: 2px; margin: 5px auto; width: 80%;">Nominee for Outside Audit &amp; Supervisory Board Member</div> <div style="border: 1px solid black; padding: 2px; margin: 5px auto; width: 60%;">Nominee for Independent Officer</div>	4,900 shares																				
	<b>Career Summary, Position, and Important Concurrent Posts</b>																					
	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; padding: 5px;">Apr. 1978</td> <td style="padding: 5px;">Joined JNR</td> </tr> <tr> <td style="padding: 5px;">Jun. 2006</td> <td style="padding: 5px;">Executive Officer, West Japan Railway Company</td> </tr> <tr> <td style="padding: 5px;">Jun. 2009</td> <td style="padding: 5px;">Senior Executive Officer of West Japan Railway Company</td> </tr> <tr> <td style="padding: 5px;">Jun. 2010</td> <td style="padding: 5px;">Director and Senior Executive Officer of West Japan Railway Company</td> </tr> <tr> <td style="padding: 5px;">Jun. 2012</td> <td style="padding: 5px;">Vice President, Representative Director and Executive Officer of West Japan Railway Company</td> </tr> <tr> <td style="padding: 5px;">Jun. 2016</td> <td style="padding: 5px;">President, Representative Director and Executive Officer of West Japan Railway Company</td> </tr> <tr> <td style="padding: 5px;">Dec. 2019</td> <td style="padding: 5px;">Vice Chairman and Director of West Japan Railway Company</td> </tr> <tr> <td style="padding: 5px;">Jun. 2021</td> <td style="padding: 5px;">Advisor of West Japan Railway Company Audit &amp; Supervisory Board Member (Outside Audit &amp; Supervisory Board Member) of the Company</td> </tr> <tr> <td colspan="2" style="padding: 5px;">(currently maintained)</td> </tr> <tr> <td colspan="2" style="padding: 5px;">Important Concurrent Posts: Advisor, West Japan Railway Company Director, Osaka Gas Co., Ltd. (Outside Director)</td> </tr> </table>		Apr. 1978	Joined JNR	Jun. 2006	Executive Officer, West Japan Railway Company	Jun. 2009	Senior Executive Officer of West Japan Railway Company	Jun. 2010	Director and Senior Executive Officer of West Japan Railway Company	Jun. 2012	Vice President, Representative Director and Executive Officer of West Japan Railway Company	Jun. 2016	President, Representative Director and Executive Officer of West Japan Railway Company	Dec. 2019	Vice Chairman and Director of West Japan Railway Company	Jun. 2021	Advisor of West Japan Railway Company Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member) of the Company	(currently maintained)		Important Concurrent Posts: Advisor, West Japan Railway Company Director, Osaka Gas Co., Ltd. (Outside Director)	
Apr. 1978	Joined JNR																					
Jun. 2006	Executive Officer, West Japan Railway Company																					
Jun. 2009	Senior Executive Officer of West Japan Railway Company																					
Jun. 2010	Director and Senior Executive Officer of West Japan Railway Company																					
Jun. 2012	Vice President, Representative Director and Executive Officer of West Japan Railway Company																					
Jun. 2016	President, Representative Director and Executive Officer of West Japan Railway Company																					
Dec. 2019	Vice Chairman and Director of West Japan Railway Company																					
Jun. 2021	Advisor of West Japan Railway Company Audit & Supervisory Board Member (Outside Audit & Supervisory Board Member) of the Company																					
(currently maintained)																						
Important Concurrent Posts: Advisor, West Japan Railway Company Director, Osaka Gas Co., Ltd. (Outside Director)																						
	<b>Reasons Why the Company Nominates the Nominee as an Outside Audit &amp; Supervisory Board Member</b>																					
	<p>He was involved for a long time in the management of a company that supported social infrastructures mainly involving transportation, and has extensive experience and great insight in relation to overall corporate management. The Company has selected him as a nominee for Outside Audit &amp; Supervisory Board Member because the Company considers him to be qualified for the office of Outside Audit &amp; Supervisory Board Member in light of the Company’s “Policy to Nominate Candidates for Director and Audit &amp; Supervisory Board Member, etc.”</p> <p>While the Company has a business relationship with West Japan Railway Company, where he previously served as an executive, involving matters such as the sale of products, the value of each transaction is less than 1% of the total sales of the Company and West Japan Railway Company respectively. Therefore, that fact above does not influence his independence.</p>																					

Notes:

1. The nominee for the office of Audit & Supervisory Board Member has no business connections with the Company.
2. Mr. Tatsuo Kijima is a nominee for an Outside Audit & Supervisory Board Member and for an Independent Officer as defined by Tokyo Stock Exchange, Inc., etc.
3. Matters to be described specifically regarding the Outside Audit & Supervisory Board Member nominee are as follows:
  - (1) Number of years since the Outside Audit & Supervisory Board Member nominee started to hold office as an Outside Audit & Supervisory Board Member of the Company  

Mr. Tatsuo Kijima will have held office as an Outside Audit & Supervisory Board Member for four (4) years upon the closing of this Meeting.
  - (2) Outline of the substance of the limited liability contract  

The Company has entered into a limited liability contract with Mr. Tatsuo Kijima. The contract provides, with respect to the liability provided under Article 423, paragraph 1 of the Companies Act, that Mr. Tatsuo Kijima owes liability for damages limited to the higher amount of either 10 million yen or the minimum liability amount provided under Article 425, paragraph 1 of the Act, if he acts without knowledge and is not grossly negligent in conducting his duties.
4. The Company has entered into a directors and officers liability insurance contract under which all Audit & Supervisory Board Members are insureds, and the contract provides that it will compensate for damage (through the payment of monetary damages and litigation costs, etc.) borne by the insureds if such compensation for damage is claimed as a result of an act (or an omission) conducted by the insureds in relation to the execution of their duties. If Mr. Tatsuo Kijima starts to hold office as an Audit & Supervisory Board Member, he will become insured under the insurance contract and the insurance contract will be renewed during his term of office.

*[Reference Information]*

The "Policy to Nominate Candidates for Director and Audit & Supervisory Board Member, etc." of the Company is as follows:

1. Candidates to be nominated as Inside Directors will be individuals who have and have carried out the Sumitomo Spirit – which values doing your sincere best, not only in business but also in every aspect of your life, placing importance on integrity and not acting rashly or carelessly in pursuit of immoral business. These will be individuals who have extensive experience and excellent performance records in connection with our business; who have sound objective judgement concerning management in light of the changing environment surrounding us and future changes; and who have superior character, foresight and insight.
2. Candidates to be nominated as Outside Directors will be individuals with experience in company management, experts of respective fields or academic experts who would be suitable for supervising our management from the viewpoint of encouraging sustainable growth and striving to increase corporate value over the mid-to-long term.
3. If a Director is found to be in material breach of compliance with the laws and regulations or the Articles of Incorporation, or it is otherwise determined that they are not able to appropriately fulfill their role or responsibility as a Director, the submission of an agenda for dismissal to the meeting of shareholders may be deliberated, depending on the circumstances.

4. Candidates to be nominated as Audit & Supervisory Board Members will be individuals with experience in company management and persons with expertise in law, finance or accounting.
5. The Nominating Advisory Committee will deliberate the candidates for Directors and Audit & Supervisory Board Members and the submission of an agenda regarding the dismissal of a Director to the meeting of shareholders, and the Board of Directors will decide them by a resolution based on the report of the committee.

**Fourth item: Payment of bonuses to Directors**

The Company proposes to declare bonuses totaling 460 million yen (¥460,000,000) for nine (9) Directors, other than the six (6) Outside Directors, from among the fifteen (15) total Directors, as of the end of this fiscal year. With respect to this item, the Company took the existing amount of payments and other factors into consideration, as well as the business results for this fiscal year based on the policy for determining bonuses. Further, the Compensation Advisory Committee, of which more than half of the members consist of outside officers, deliberated and reported to the Board of Directors that this item is appropriate. Based on these facts, the Company has determined that the details of this item are proper.

**[Reference] Executive Structure and Skills Matrix in the Case Where the Second and Third Items Are Approved**

The Company is a technology-development-type manufacturer that conducts its business globally by taking advantage of advanced technologies for customers in the various areas of environment and energy, infocommunications, automotive, electronics, and industrial materials, based on the production technology of electric wires, and in order to fulfill the functions of the Board of Directors as a whole and to achieve the 2030 VISION and Mid-term Management Plan 2025, the Company posts personnel who are familiar with important fields in the decision-making process of corporate strategies, personnel with abundant knowledge and experience in specialized fields which are taken seriously by the Company as a manufacturer, personnel with abundant experience in corporate management and abundant international sensibility, personnel with knowledge of law and industrial economic policies, etc., and personnel with independence contributing to enhancement of corporate value in a bird's-eye-view position, in a well balanced manner.

Based on this view, and with the Nominating Advisory Committee having discussed the matter, the Company describes the necessary requirements for directors who are responsible for management of the Company in the matrix and describes the fields in which each individual has particular expertise or areas of responsibility in the company.

Name and Attributes	Advisory Committee Membership	Human Resources and Organization	Finance and Accounting	Corporate Governance	Research and Technical Development	Manufacturing and Production Technology (*)	Supply Chain, Sales and Procurement	Internationality and Global Management	Fields in Which One Has Particular Expertise or Areas of Responsibility in the Company
Masayoshi Matsumoto Representative Director Chairman & CEO	<input type="checkbox"/> Male Nominating Advisory Committee/ Compensation Advisory Committee	<input type="checkbox"/>		<input type="checkbox"/>			<input type="checkbox"/>	<input type="checkbox"/>	Corporate manager
Osamu Inoue Representative Director President & COO	<input type="checkbox"/> Male Nominating Advisory Committee/ Compensation Advisory Committee	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				<input type="checkbox"/>	Corporate manager
Hideo Hato Representative Director Executive Vice President		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	DX, Intellectual Property, Corporate Disclosure, Industrial Policy, Information Systems
Masaki Shirayama Managing Director	<input type="checkbox"/> Male					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Environment and Energy
Yasuhiro Miyata Managing Director	<input type="checkbox"/> Male						<input type="checkbox"/>	<input type="checkbox"/>	Electronics
Toshiyuki Sahashi Managing Director	<input type="checkbox"/> Male					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Industrial Materials
Yoshiyuki Ogata Managing Director	<input type="checkbox"/> Male					<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Automotive
Hiroshi Hayami Managing Director	<input type="checkbox"/> Male				<input type="checkbox"/>	<input type="checkbox"/>			R&D, Energy & Electronics Materials
Hisashi Togawa Managing Director	<input type="checkbox"/> Male					<input type="checkbox"/>		<input type="checkbox"/>	Production Technology, Environmental Conservation
Hiroshi Sato	<input type="checkbox"/> Male <input type="checkbox"/> O/S <input type="checkbox"/> Ind. Officer	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	Experienced in corporate management
Michihiro Tsuchiya	<input type="checkbox"/> Male <input type="checkbox"/> O/S <input type="checkbox"/> Ind. Officer	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	Experienced in corporate management
Katsuaki Watanabe	<input type="checkbox"/> Male <input type="checkbox"/> O/S <input type="checkbox"/> Ind. Officer	<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Experienced in corporate management
Atsushi Horiba	<input type="checkbox"/> Male <input type="checkbox"/> O/S <input type="checkbox"/> Ind. Officer	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>			<input type="checkbox"/>	Experienced in corporate management
Kyoko Kawamata	<input type="checkbox"/> Female <input type="checkbox"/> O/S <input type="checkbox"/> Ind. Officer	<input type="checkbox"/>		<input type="checkbox"/>					Experienced in mass media
Asli M. Colpan	<input type="checkbox"/> Female <input type="checkbox"/> O/S <input type="checkbox"/> Ind. Officer	<input type="checkbox"/>		<input type="checkbox"/>				<input type="checkbox"/>	Academic expert
Yoshitomo Kasui	<input type="checkbox"/> Male	<input type="checkbox"/>		<input type="checkbox"/>					-
Akira Hayashi	<input type="checkbox"/> Male		<input type="checkbox"/>	<input type="checkbox"/>					-
Michiko Uehara	<input type="checkbox"/> Female <input type="checkbox"/> O/S <input type="checkbox"/> Ind. Officer	<input type="checkbox"/>		<input type="checkbox"/>					Attorney at law
Ikuro Yoshikawa	<input type="checkbox"/> Male <input type="checkbox"/> O/S <input type="checkbox"/> Ind. Officer		<input type="checkbox"/>	<input type="checkbox"/>					Certified public accountant
Tatsuo Kijima	<input type="checkbox"/> Male <input type="checkbox"/> O/S <input type="checkbox"/> Ind. Officer	<input type="checkbox"/>		<input type="checkbox"/>					Experienced in corporate management

Ind. Officer Independent Officer as defined by Tokyo Stock Exchange, Inc., etc.

O/S Outside Director / Outside Audit & Supervisory Board Member

\*.....Includes expertise in environmental conservation

The matrix is based on each person's experience and indicates the areas in which they can demonstrate their expertise. Please note that it does not represent all the expertise or experience possessed.

(Translation)

**BUSINESS REPORT**  
**(from April 1, 2024 to March 31, 2025)**

**1. Matters Concerning Current Status of Corporate Group**

**(1) Progression of Business and its Results**

Net Sales	4,679,789 million yen (an increase of 6.3% compared with the preceding fiscal year)
Operating Income	320,663 million yen (an increase of 41.5% compared with the preceding fiscal year)
Ordinary Income	309,496 million yen (an increase of 43.7% compared with the preceding fiscal year)
Profit Attributable to Owners of the Parent	193,771 million yen (an increase of 29.4% compared with the preceding fiscal year)

With respect to the world economy during this fiscal year, in the U.S., the economy continued to perform well, supported by stable personal consumption; however, in Europe, economic stagnation continued despite recovery signs; further, in China, the pace of growth slowed due to the continued real estate slump and sluggish personal consumption. Regarding the Japanese economy, despite the impact of global price increases, it recovered moderately because capital expenditure increased, and employment and income conditions improved, backed by improved corporate profits.

With respect to the business circumstances of the Group, in the Automotive sector, demand for wiring harnesses remained steady, and in the Environment and Energy sector, demand for power cables and substation equipment, and further, in the Infocommunication sector, demand for data center-related products, expanded respectively. In this environment, in the consolidated financial settlement for this fiscal year, net sales increased from the preceding fiscal year to 4,679,789 million yen (preceding fiscal year: 4,402,814 million yen, +6.3%). With respect to income and profits, we worked to increase sales as well as to thoroughly improve productivity, reduce costs, and improve selling prices; as a result, operating income was 320,663 million yen (preceding fiscal year: 226,618 million yen, +41.5%), ordinary income was 309,496 million yen (preceding fiscal year: 215,341 million yen, +43.7%), and the profit attributable to owners of the parent was 193,771 million yen (preceding fiscal year: 149,723 million yen, +29.4%). In this way, each of these items increased from the preceding fiscal year and achieved new record highs. We also made efforts to improve asset efficiency, such as reducing inventories and cross-shareholdings. As a result, ROIC (return on invested capital) before tax increased from the preceding fiscal year to 9.3% (preceding fiscal year: 7.6%).

The following section is a report outlining each segment.



Net sales increased by 1,081,344 million yen (compared with the preceding fiscal year: 10.3%) to 101,367 million yen due to the impact of rising copper prices as well as the expansion of sales of products such as power cables, rectangular magnet wires for motors used in electric vehicles, and substation equipment manufactured by Nissin Electric Co., Ltd. Operating income increased by 78,718 million yen to 35,828 million yen due to improved productivity and rising copper prices as well as an increase in sales.



Net sales increased by 223,276 million yen (8.3%) to 17,202 million yen due to, against the backdrop of the expanding generative AI\* market, increased demand for optical devices and optical wiring equipment for data centers. Operating income increased by 19,926 million yen to 31,478 million yen partly due to improved productivity and impact of the depreciation of the Japanese yen as well as an increase in sales.



Net sales increased by 2,734,730 million yen (5.3%) to 138,326 million yen partly due to impact of the depreciation of the Japanese yen and rising copper prices despite that the sales volume of wiring harnesses declined from the previous fiscal year mainly in China. Operating income increased by 172,391 million yen to 27,717 million yen partly due to improved productivity and exchange rate effect.

\* Generative AI: AI (Artificial Intelligence), which generates various contents such as images, text, music, videos, and programs by responding to questions, work instructions, etc.



Net sales increased by 377,248 million yen (5.8%) to 20,770 million yen and operating income increased by 29,311 million yen to 14 million yen due to continued steady demand from major customers for FPCs (flexible printed circuits).



Although demand for cemented carbide tools for automobiles declined from the previous fiscal year, net sales increased by 372,667 million yen (2.3%) to 8,482 million yen partly due to the impact of the depreciation of the Japanese yen. Operating income decreased by 20,592 million yen to 475 million yen due to a decrease in sales volume of cemented carbide tools and an increase in personnel expenses.

## (2) Conditions of Capital Expenditure

The total amount of capital expenditure for this fiscal year was 243.3 billion yen. The following list shows the breakdown of capital expenditure by segment.

Segment	Amount of Capital Expenditure (billions of yen)	Main Content of Capital Expenditure
Environment and Energy	50.5	Increased production of and rationalization investment in power system equipment such as power transmission wires/cables/equipment and substation equipment/control system
Infocommunications	18.0	Increased production of and rationalization investment in optical/wireless devices and optical fiber cables
Automotive	129.4	Increased production of and rationalization investment in wiring harnesses and anti-vibration rubbers
Electronics	24.3	Increased production of and rationalization investment in electronic wires and FPCs
Industrial Materials and Others	21.1	Increased production of and rationalization investment in cemented carbide tools and sintered powder metal parts

(Note)

The amounts of net sales and operating income of each segment indicate those amounts before the elimination of intersegment transactions, etc.

### (3) Fundraising

The Group raised funds through means such as long-term borrowing of 46.7 billion yen for purposes such as repayment of long-term borrowings and short-term borrowings, and redemption of bonds.

### (4) Key Issues Requiring Attention

#### Economic Situation Hereafter

It is anticipated that there will be concerns regarding an accelerating slowdown in the global economy due to increased political and geopolitical risks such as the possibility for policy revisions, including additional tariffs imposed by the United States, to have a significant impact on overall economic activity, the prolonged Russian invasion of Ukraine, tensions in the Middle East, and the economic stagnation in Europe and China, and that the business circumstances of the Group will continue to be unpredictable.

#### The Group's Efforts Hereafter

In these circumstances, aiming to realize the Group's ideal vision of becoming a "Glorious Excellent Company", the Group will work to improve our corporate values in a unified effort toward the realization of "living in safety and comfort on our green planet" set forth in the "Sumitomo Electric Group 2030 VISION," our long-term vision, and conduct management based on the Multistakeholder Capitalism ("Goho Yoshi" (Five-Way-Win)\*), which means the steady return and distribution of positive outcomes to our stakeholders, i.e., "employees", "customers", "suppliers", "communities", and "shareholders/investors."

Specifically, we will work to further improve the basics of the manufacturing industry, "S" (Safety), "E" (Environment), "Q" (Quality), "C" (Cost), "D" (Delivery), and "D" (Development), and with respect to improvement of asset efficiency, for the improvement of ROIC, which we regard as an important index, we will further improve our efforts, such as by making reasonable inventory balance and balance of operating receivables and payables, implementing careful selection of capital expenditure projects, shifting to high-value-added items, and reducing cross-shareholdings. Particularly with respect to the urgent issue of additional tariffs imposed by the United States, we will take feasible countermeasures, such as optimizing our global production layout and reviewing our supply chain, and hold careful dialogues with our customers, as well as make efforts to minimize the impact on our business results. In addition, since the fiscal year 2025 is the final year of the "Mid-term Management Plan 2025", we are promoting the growth strategies by the Group's integrated capabilities and working to strengthen the management base, and we are pursuing the following strategies in each of our business segments.

#### Environment and Energy Segment

With regard to power cables, we will make efforts to capture domestic demand for replacement of facilities, among other things, and in addition to that, expand orders for projects related to renewable energy, as well as cross-national and cross-regional interconnection lines, which contribute to the decarbonization, and focus on launching new bases in Europe, cost reductions, quality improvement, development of new products, and strengthening project management. With regard to rectangular magnet wires for motors used in electric vehicles, we will make improvements in profitability through the reduction of costs and proceed with developing next-generation products that respond to electric vehicles becoming high-voltage. In addition, we will strive to create further synergies with Nissin Electric Co., Ltd., and with regard to substation equipment, we will work to ensure that domestic demand for replacement of facilities is captured, strengthen production capacity, and increase the development of and proposals for environmentally friendly products. With

---

\*"Goho Yoshi" (Five-Way Win): a basic idea about "return and distribution" in the Company's management.

regard to ion implanter and electron beam processing system, we will work to expand sales in Japan and overseas. Furthermore, we will make efforts to expand orders further, while taking advantage of the Group's integrated capabilities, including those of Sumitomo Densetsu Co., Ltd.

### Infocommunications Segment

While further expansion of data center-related market due to rapid dissemination of generative AI is expected, we will focus on strengthening our production capacity for optical devices, optical wiring equipment, and optical cables, as well as developing new products that enable higher communication speeds and lower power consumption, in order to ensure that these demands are captured, and make efforts to expand our business. In addition, we will continue and accelerate development and marketing of high-performance products that have environmentally-resistant performance including low power consumption, such as extra low-loss and large capacity optical fibers for submarine cables, multi-core fibers of which the Company is the first in the world to achieve mass production, highly efficient wireless devices for the fifth-generation mobile communication system (5G) and more advanced next-generation mobile communication system (Beyond 5G) base stations, and access network equipment that is increasingly adopting the new method, and we will make efforts to improve profitability by thorough reduction of costs.

### Automotive Segment

In order for the Company, as a “connecting” partner for mobility systems, to expand the “connected” business, we will work to further reduce costs and thoroughly improve asset efficiency and further expand sales of aluminum harnesses corresponding to the needs of weight reduction, as well as push evolution of conventional harnesses such as automation of production and expansion of new designs and new methods of production that will lead to cost reduction. In addition, the Group will also make efforts to create and expand sales of new products that capture the market of CASE\*, which is expected to expand in the future, such as high-voltage wiring harnesses for electric vehicles, and connectors for high-speed communication, by deepening collaboration within the Group and cooperation and partner relationships with customers. Sumitomo Riko Company Limited will try to improve the profitability of the existing businesses in the field of automotive anti-vibration rubbers and hoses, and will work toward future business growth by focusing on developing new products for the next-generation mobility systems.

### Electronics Segment

We will accelerate marketing for FPC products that utilize fine circuit fabrication technology, CASE compatible products, and products for medical care, and development of new products with high frequency characteristics, and thoroughly reduce costs. With regard to heat-resistant, high-performance electric wires, which utilize irradiation cross-linking technology, lead wire for lithium-ion batteries (tab leads), heat shrink tubes, and porous separation membrane systems, we will strive to expand business by capturing various customer needs. In addition, we will strive to strengthen our collaboration with TECHNO ASSOCIE Co., Ltd.

### Industrial Materials Segment

With regard to cemented carbide tools, we will surely capture the demand not only in the main automotive area but also in the areas of construction machines, agriculture machines, electronics, etc. by strengthening our global sales power and will proceed with new business development related to electric vehicles, aircrafts, semiconductors, renewable energy, etc. and will make efforts to expand our market share. With regard to sintered powder metal parts, we will aim to develop new products and further strengthen marketing

---

\*CASE: a term that represents an automotive industry trend and combines the initials of “Connected,” “Autonomous,” “Shared,” and “Electric.”

for electric vehicles or non-automotive purposes and the cost competitiveness. With regard to prestressed concrete and precision spring steel wires, we will strive to improve profitability by strengthening global production and sales organization and developing new products.

#### Research and Development Activities

Aiming to revitalize and accelerate research and development as one of the key driving forces to create an extensive range of technologies, we will work to use a backcasting approach regarding social issues, advance and make processes more efficient, and strengthen open innovation and collaboration with outside entities. As specific initiatives, in order to develop the current businesses, we will work on themes such as reinforcement of power grids, stable supply of renewable energy, enabling large-capacity and low latency telecommunication networks, and electrification in mobility, which are key business areas of the Mid-term Management Plan, by utilizing close relationship with the Business Division and the Sales & Marketing Division and partnership relationships with customers. In addition, as our challenge to new themes, we have set “Earth,” “Life,” and “Human” as three dynamic value spheres, and for the sustainability of “Earth,” we will promote research on matters such as energy saving, renewable energy, and material recycling, and also promote research aimed at a safe and comfortable “Life” and expanding possibility of “Human.”

#### Management Basis, etc.

Ultimately, we believe that compliance with laws and regulations and maintaining corporate ethics constitute the foundation of the Company’s management, and that they are the absolute basis to continue and develop as a corporation. From now on, under the principles of the Sumitomo Spirit, which values doing your sincere best, not only in business but also in every aspect of your life, placing importance on integrity, and not acting rashly or carelessly in pursuit of immoral business, we will make all efforts to ensure that all corporate activities are conducted fairly and honestly and can be trusted by society. In addition, based on the Sumitomo Spirit and the Sumitomo Electric Group Corporate Principles, we will strive to realize a sustainable society through consideration of global environmental issues such as climate change, respecting human rights, ensuring employee well-being and a healthy work environment, and fair and impartial trade with clients, as well as managing natural disasters, etc., which are issues related to sustainability.

We would like to ask our shareholders for your further understanding and support in the future.

## (5) Trend of Assets and Profits or Losses

### (i) Trend of Assets and Profit or Losses of Corporate Group (Consolidated)

Entry	Year				
	FY2020	FY2021	FY2022	FY2023	FY2024 (this fiscal year)
Net Sales (millions of yen)	2,918,580	3,367,863	4,005,561	4,402,814	4,679,789
Operating Income (millions of yen)	113,926	122,195	177,443	226,618	320,663
Ordinary Income (millions of yen)	114,072	138,160	173,348	215,341	309,496
Profit Attributable to Owners of the Parent (millions of yen)	56,344	96,306	112,654	149,723	193,771
Earnings per Share (yen)	72.25	123.49	144.45	191.98	248.47
Net Assets (millions of yen)	1,892,506	2,052,938	2,110,819	2,431,888	2,530,437
Total Assets (millions of yen)	3,381,914	3,807,390	4,013,008	4,365,397	4,441,629

(Notes)

Earnings per share is computed based on the weighted average number of shares of common stock outstanding during each period.

### (ii) Trend of Assets and Profits or Losses of the Company

Entry	Year				
	FY2020	FY2021	FY2022	FY2023	FY2024 (this fiscal year)
Net Sales (millions of yen)	1,064,781	1,305,756	1,431,971	1,628,376	1,772,203
Operating Income (millions of yen)	(7,007)	15,704	15,584	17,287	58,282
Ordinary Income (millions of yen)	26,874	64,063	65,929	81,615	137,657
Profit for the year (millions of yen)	9,558	52,354	55,181	43,229	121,881
Earnings per Share (yen)	12.25	67.11	70.74	55.42	156.24
Net Assets (millions of yen)	762,483	781,185	795,440	813,927	856,552
Total Assets (millions of yen)	1,376,632	1,413,289	1,522,314	1,748,660	1,764,307

(Notes)

Earnings per share is computed based on the weighted average number of shares of common stock outstanding during each period.

**(6) Content of Main Businesses (as of March 31, 2025)**

The Group conducts manufacturing and sales of the following products, as well as construction design and execution.

Segment	Main products and others
Environment and Energy	Electric conductors, power transmission wires/cables/equipment, magnet wires, air cushions for railroad vehicles, power system equipment such as substation equipment/control system, charged beam equipment and processing, electrical/power supply work and engineering, porous metals, metal materials for electronic parts
Infocommunications	Optical fiber cables, telecommunication cables and equipment, fusion splicers, optical/wireless devices such as optical transceiver modules/wireless communication devices, compound semiconductors, access network equipment (GE-PON/set-top box/CATV-related products, etc.)
Automotive	Wiring harnesses, anti-vibration rubbers/automotive hoses, electronic components of cars and network system products such as traffic control
Electronics	Electronic wires, electron beam irradiated products, flexible printed circuits, fluorine resin products, fasteners, metal parts, chemical products
Industrial Materials and Others	Tensioning materials for prestressed concrete, precision spring steel wires, steel tire cords, cemented carbide tools, diamond/CBN tools, laser optics, sintered powder metal parts, semiconductors heat-spreader materials

**(7) Main Offices and Factories (as of March 31, 2025)**

(i) The Company

Head Office	Osaka City
Offices	Osaka, Tokyo, Chubu District Office (Nagoya City), Okinawa Branch Office (Naha City), Kyushu Branch Office (Fukuoka City), Shikoku Sales Office (Takamatsu City), Chugoku Branch Office (Hiroshima City), Hokuriku Sales Office (Toyama City), Hitachi Branch Office (Hitachi City, Ibaraki Prefecture), Tohoku Branch Office (Sendai City), Hokkaido Branch Office (Sapporo City)
Factories	Osaka Works (Osaka City), Itami Works (Itami City, Hyogo Prefecture), Yokohama Works (Yokohama City), Ibaraki Works (Hitachi City, Ibaraki Prefecture)

(ii) Subsidiaries and Affiliates

Please see “(9) Status of Important Subsidiaries and Affiliates.”

**(8) Employee Situation (as of March 31, 2025)****(i) Employee Situation of Corporate Group**

Segment	Number of Employees	Increase from March 31, 2024
Environment and Energy	15,469	173
Infocommunications	7,880	621
Automotive	228,363	(7,129)
Electronics	20,446	788
Industrial Materials and Others	15,987	426
Total	288,145	(5,121)

(Note)

“Number of Employees” means the number of actual employees on duty (i.e., the number of employees dispatched to non-consolidated companies is not included, but the number of those dispatched from non-consolidated companies is included).

**(ii) Employee Situation of the Company**

Number of Employees	Increase from March 31, 2024	Average age	Average Length of Service (Years)
7,124	129	43.2	17.7

(Note)

“Number of Employees” does not include the 6,034 employees of the Company who are dispatched to companies other than the Company.

**(9) Status of Important Subsidiaries and Affiliates (as of March 31, 2025)**

Company Name	Location	Capital	Share-holding	Main Business
Sumitomo Wiring Systems, Ltd.	Yokkaichi City, Mie Prefecture	JPY 20,042 Million	100.00 %	Manufacture, processing and sales of automotive wiring harnesses, connectors
Sumitomo Electric Device Innovations, Inc.	Yokohama City	JPY 15,000 Million	100.00	Development, manufacture and sales of optical transceiver, optical/wireless devices composed of compound semiconductors, and their application
Sumitomo Riko Company Limited	Nagoya City	JPY 12,145 Million	50.67	Manufacture and sales of anti-vibration rubbers, hoses and resin products
Sumitomo Electric Hardmetal Corp.	Itami City, Hyogo Prefecture	JPY 11,900 Million	100.00	Manufacture and sales of cemented carbide tools, diamond/CBN tools, etc.

Company Name	Location	Capital	Share-holding	Main Business
Nissin Electric Co., Ltd.	Kyoto City	JPY 10,253 Million	100.00 %	Manufacture and sales of substation equipment, plant control system, photovoltaic system, etc.
Sumitomo Densetsu Co., Ltd.	Osaka City	JPY 6,440 Million	50.17	Design, installation and supervision of power transmission lines, indoor wiring cables and communications system works
Sumitomo Electric Tochigi Co., Ltd.	Utsunomiya City	JPY 5,250 Million	55.56	Manufacture and sales of steel tire cords and precision spring steel wires
TECHNO ASSOCIE Co., Ltd.	Osaka City	JPY 5,001 Million	100.00	Sales of screws, non-ferrous metal products, etc.
Hokkaido Sumiden Precision Co., Ltd.	Naie Town, Sorachi Sub-prefecture, Hokkaido	JPY 4,350 Million	100.00	Manufacture and sales of cemented carbide and raw metal powder
Sumitomo Electric Sintered Alloy, Ltd.	Takahashi City, Okayama Prefecture	JPY 3,004 Million	100.00	Manufacture and sales of sintered powder metal parts
Sumitomo Electric Wintec, Inc.	Koka City, Shiga Prefecture	JPY 3,000 Million	100.00	Manufacture and sales of magnet wires
Sumiden HST Cable, Ltd.	Osaka City	JPY 400 Million	56.00	Sales of wire cables
Sumitomo Electric Wiring Systems, Inc.	U.S.A.	USD 243,920 Thousand	100.00	Manufacture and sales of automotive wiring harnesses and
Sumitomo Electric Lightwave Corp.	U.S.A.	USD 54,780 Thousand	100.00	Manufacture and sales of optical cables, etc., and sales of fusion splicers, etc.
Judd Wire, Inc.	U.S.A.	USD 40,000 Thousand	100.00	Manufacture and sales of electronic wires
Sumidenso do Brasil Industrias Eletricas Ltda.	Brazil	BRL 232,921 Thousand	100.00	Manufacture and sales of automotive wiring harnesses
Sumitomo Electric U.K. Power Cables Ltd.,	U.K.	GBP 127,000 Thousand	100.00	Manufacture and sales of power cables

Company Name	Location	Capital	Share-holding	Main Business
Sumitomo Electric Wiring Systems (Europe) Ltd.	U.K.	EUR 93,950 Thousand	100.00 %	Manufacture and sales of automotive wiring harnesses and connectors
Sumitomo Electric Bordnetze SE	Germany	EUR 2,046 Thousand	100.00	Manufacture and sales of automotive wiring harnesses
SEWS-CABIND S.p.A.	Italy	EUR 30,000 Thousand	100.00	Manufacture and sales of automotive wiring harnesses
PT. Sumiden Serasi Wire Products	Indonesia	USD 51,000 Thousand	100.00	Manufacture and sales of tensioning materials for prestressed concrete, precision spring steel wires, and steel wires for reinforcement of tires
PT. Karya Sumiden Indonesia	Indonesia	USD 44,109 Thousand	100.00	Manufacture and sales of wire rods
PT. Sumitomo Electric Wintec Indonesia	Indonesia	USD 35,000 Thousand	100.00	Manufacture and sales of magnet wires
PT. Sumi Indo Kabel Tbk.	Indonesia	USD 52,431 Thousand	91.67	Manufacture and sales of wire cables
SEI Thai Electric Conductor Co., Ltd.	Thailand	THB 2,010 Million	100.00	Manufacture and sales of wire rods, aluminum wire rods and bars, automotive aluminum wires
SEI Electronic Components (Vietnam), Ltd.	Vietnam	USD 100,000 Thousand	100.00	Manufacture and sales of flexible printed circuits
Sumidenco Vietnam Co., Ltd.	Vietnam	USD 35,000 Thousand	100.00	Manufacture and sales of automotive wiring harnesses
Sumi Philippines Wiring Systems Corporation	Philippines	USD 60,000 Thousand	100.00	Manufacture and sales of automotive wiring harnesses and electric wires
Sumi North Philippines Wiring Systems Corporation	Philippines	USD 39,821 Thousand	100.00	Manufacture and sales of automotive wiring harnesses and electric wires
Sumitomo Electric Wintec (Malaysia) Sdn, Bhd.	Malaysia	USD 36,141 Thousand	100.00	Manufacture and sales of magnet wires

Company Name	Location	Capital	Share-holding	Main Business
Sumitomo Electric Wintec Magnet Wire (Changzhou) Co., Ltd.	China	RMB 454,466 Thousand	100.00 %	Manufacture and sales of wire rods and magnet wires
Sumidense Mediatech Suzhou Co., Ltd.	China	RMB 347,585 Thousand	100.00	Manufacture and sales of automotive wiring harnesses
Sumitomo Electric Interconnect Products (Suzhou), Ltd.	China	RMB 338,299 Thousand	100.00	Manufacture and sales of electronic wires
Sumitomo Electric Interconnect Components (Shenzhen), Ltd.	China	RMB 326,943 Thousand	100.00	Manufacture and sales of electronic wires
Fuzhou Zhu Wiring Systems Co., Ltd.	China	RMB 275,236 Thousand	100.00	Manufacture and sales of automotive wiring harnesses and electric wires
Huizhou Zhurun Wiring Systems Co., Ltd.	China	RMB 288,020 Thousand	87.86	Manufacture and sales of automotive wiring harnesses
Sumitomo Electric Interconnect Products (Hong Kong), Ltd.	Hong Kong, China	HKD 648,000 Thousand	100.00	Sales of electronic wires, flexible printed circuits
Sumitomo Rubber Industries, Ltd.	Kobe City	JPY 42,658 Million	28.91	Manufacture and sales of automotive tires, etc.

(Notes)

1. The figures under "Shareholding" above are the percentages, including the shareholding by the subsidiaries, etc.
2. With respect to Sumitomo Electric U.K. Power Cables Ltd., the amount of capital includes the amount of capital surplus.

**(10) Important Corporate Restructuring, etc.**

- (i) As of September 9, 2024, A.L.M.T. Corp., our wholly-owned subsidiary, acquired all shares of seven companies, including Esteves DWD (Spain) S.A., which operates manufacturing and sales business of precision diamond tool products and is wholly owned by Diamond Tools Group B.V. through its wholly-owned subsidiary, and made them wholly-owned subsidiaries of A.L.M.T. Corp.
- (ii) As of October 1, 2024, we acquired 90% of the shares of Südkabel GmbH, a manufacturer and distributor of high-voltage power cables located in Germany that is wholly owned by Hans Wilms Beteiligungs-GmbH, making it a subsidiary of the Company.

**(11) Major Lenders (as of March 31, 2025)**

Lenders	Balance of Borrowings
	millions of yen
Sumitomo Mitsui Banking Corporation	109,283
MUFG Bank, Ltd.	62,880
Development Bank of Japan Inc.	51,000
Sumitomo Mitsui Trust Bank, Limited	46,923
The Norinchukin Bank	37,767

(Notes)

- 1. The balance of borrowings above includes the borrowings from the overseas subsidiaries of each financial institution.
- 2. In addition to what is set forth in the table above, there is a syndicated loan which amounts to 74,990 million yen.

**(12) Other Important Matters Concerning Current Status of Corporate Group**

The Company is in negotiations with some automakers for compensation regarding violation of antitrust law in the Automotive segment.

**2. Information Concerning Shares (as of March 31, 2025)**

**(1) Total Number of Authorized Shares**

3,000,000,000 shares

**(2) Total Number of Issued Shares**

793,940,571 shares (compared with the end of preceding fiscal year: no increase or decrease)

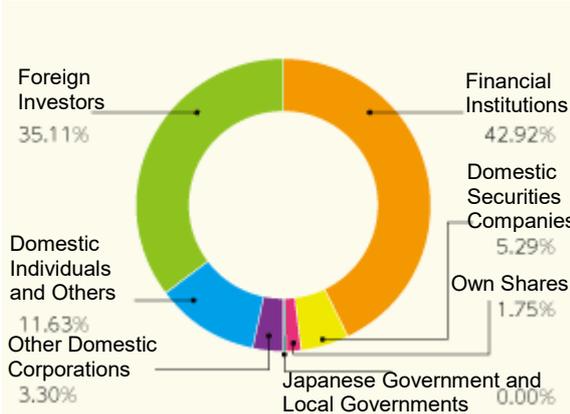
**(3) Number of Shares for One Unit of Shares**

100 shares

**(4) Number of Shareholders**

82,989 shareholders (compared with the end of preceding fiscal year: increase of 14,988 shareholders)

**[Reference] Distribution of Ownership of Shares by Holder**



**(5) Largest Shareholders** (top 10 shareholders)

Name of the Shareholder	Number of Shares Held	Shareholding Percentage
	in thousands of shares	%
The Master Trust Bank of Japan, Ltd. (trust account)	133,194	17.07
Custody Bank of Japan, Ltd. (trust account)	74,289	9.52
Nippon Life Insurance Company	24,703	3.17
STATE STREET BANK AND TRUST COMPANY 505001	19,666	2.52
SUMITOMO LIFE INSURANCE COMPANY	16,238	2.08
JPMorgan Securities Japan Co., Ltd.	14,673	1.88
STATE STREET BANK WEST CLIENT - TREATY 505234	14,273	1.83
Kochi Shinkin Bank	11,756	1.51
JP MORGAN CHASE BANK 385781	10,761	1.38
Sumitomo Electric Industries, Ltd. Employee Stock Ownership Association	10,208	1.31
	in thousands of shares	%
Total	329,765	42.27

(Notes)

1. SUMITOMO LIFE INSURANCE COMPANY, in addition to what is set forth in the table above, has established a trust for retirement benefits holding 8,000 thousand shares (a 1.03% shareholding) in the Company, and has retained the authority to give instructions to exercise voting rights.
2. Shareholding percentages have been calculated after deducting from the total number of issued shares the 13,869,154 of its own shares that the Company holds.

### 3. Matters Related to Officers of the Company

#### (1) Name, etc. of Directors and Audit & Supervisory Board Members (as of March 31, 2025)

Name	Position and Areas of Responsibility	Important Concurrent Post
※Masayoshi Matsumoto	Chairman & CEO	Chairman, Kansai Economic Federation
※Osamu Inoue	President & COO	
※Hideo Hato	Executive Vice President General Manager, New Business Development Unit Deputy General Manager, Automotive Business Unit (Systems & Electronics Division) Corporate Staff Group (Legal, Public Relations, Information Systems, Corporate Planning, Intellectual Property, Security Trade Control)	
※Akira Nishimura	Senior Managing Director General Manager, R&D Unit	Director, Nissin Electric Co., Ltd.
Masaki Shirayama	Managing Director General Manager, Electric Wire & Cable, Energy Business Unit	
Yasuhiro Miyata	Managing Director General Manager, Electronics Sales Unit Sales Group (Sales Compliance)	Director, TECHNO ASSOCIE Co., Ltd. Director, Sumitomo Electric Interconnect Products (Hong Kong), Ltd.
Toshiyuki Sahashi	Managing Director General Manager, Advanced Materials Business Unit Industrial Material Group (Sintered Metal Components Division)	Director, Sumitomo Electric Hardmetal Corp. Director, Sumitomo Electric Sintered Alloy, Ltd.
Shigeru Nakajima	Managing Director General Manager, Semiconductor Innovation Business Unit Deputy General Manager, R&D Unit (Transmission Devices Laboratory)	Director, Sumitomo Electric Device Innovations, Inc.
Yoshiyuki Ogata	Managing Director General Manager, Automotive Business Unit General Manager, Chubu District Office	Chairman, Sumitomo Electric Wiring Systems, Inc. Director, Sumitomo Electric Wiring Systems (Europe) Ltd. Director, Sumitomo Electric Bordnetze SE Chairman of the Board of Directors, SEWS-CABIND S.p.A Joint Representative Director, Kyungshin Corporation

Name	Position and Areas of Responsibility	Important Concurrent Post
Hiroshi Sato	Director	Advisor, Kobe Steel, Ltd. President & Representative Director, The Kobe International House Inc. Director, Iwatani Corporation
Michihiro Tsuchiya	Director	Director, RaQualia Pharma Inc.
Christina Ahmadjian	Director	Director, NEC Corporation Director, Niterra Co., Ltd. Executive Director, National University Corporation Hokkaido University (part-time)
Katsuaki Watanabe	Director	Director, Kyushu Financial Group, Inc.
Atsushi Horiba	Director	Chairman & Group CEO, HORIBA, Ltd. Chairman, HORIBA STEC, Co., Ltd. Director, SoftBank Corp.
Kyoko Kawamata	Director	Head of Management Planning Office, Tokyo National Museum, Independent Administrative Institution, National Institutes for Cultural Heritage
Yoshitomo Kasui	Audit & Supervisory Board Member (full-time)	
Akira Hayashi	Audit & Supervisory Board Member (full-time)	
Michiko Uehara	Audit & Supervisory Board Member	Attorney at law Audit & Supervisory Board Member, The Japan Wool Textile Co., Ltd Director, Sekisui Kasei, Co., Ltd.
Ikuo Yoshikawa	Audit & Supervisory Board Member	Certified public accountant
Tatsuo Kijima	Audit & Supervisory Board Member	Advisor, West Japan Railway Company Director, Osaka Gas Co., Ltd.

(Notes)

1. Directors marked with “※” are Representative Directors.
2. Among the Directors above, Mr. Hiroshi Sato, Mr. Michihiro Tsuchiya, Ms. Christina Ahmadjian, Mr. Katsuaki Watanabe, Mr. Atsushi Horiba, and Ms. Kyoko Kawamata are not only Outside Directors under Article 2, Item 15 of the Companies Act, but also Independent Officers under the rules of Tokyo Stock Exchange, Inc., etc.
3. Among the Audit & Supervisory Board Members above, Ms. Michiko Uehara, Mr. Ikuo Yoshikawa, and Mr. Tatsuo Kijima are not only Outside Audit & Supervisory Board Members under Article 2, Item 16 of the Companies Act, but also Independent Officers under the rules of Tokyo Stock Exchange, Inc., etc.
4. Mr. Akira Hayashi, an Audit & Supervisory Board Member, having years of experience in the Accounting and Finance Division of the Company, has a distinguished level of knowledge of finance and accounting.

- Mr. Ikuo Yoshikawa, an Audit & Supervisory Board Member, qualified as a certified public accountant, has a distinguished level of knowledge of finance and accounting.
5. As of June 26, 2024, Mr. Mitsuo Nishida (Executive Vice President) retired from his director position due to expiration of his term of office.  
The positions in parentheses are as of their retirement.

**(2) Remuneration, etc. of Directors and Audit & Supervisory Board Members**

- (i) Total Amounts of Remuneration, etc. of Directors and Audit & Supervisory Board Members

Position of Officers	Total Amount of Remuneration, etc.	Total Amount by Type of Remuneration, etc.		Number of Target Officers
		Fixed Remuneration	Performance-based Bonuses	
Directors	1,223,050,000 yen	763,050,000 yen	460,000,000 yen	16
Audit & Supervisory Board Members	144,000,000 yen	144,000,000 yen	-	5

(Notes)

1. The number of officers above includes one Director who retired as of June 26, 2024.
2. The amount of remuneration for Directors shown above includes the amount of a bonus payment of 460 million yen if a resolution regarding the payment of a bonus to the Directors is adopted as proposed at the 155th General Meeting of the Shareholders.

- (ii) Policy for Determining Remuneration, etc. and Similar Matters

The Company has established a policy for determining individual remuneration, etc. for Directors and when determining these issues, they are discussed at the Compensation Advisory Committee, which is chaired by an Outside Director and a majority of the members of which are Outside Directors, and based on the content reported to the Board of Directors, they are adopted by resolutions of the Board of Directors. The specific content of the policy is as follows.

For determining Directors' remuneration, etc., based on the Sumitomo Spirit and the Sumitomo Electric Group Corporate Principles, we will maintain a firm stance on our universal basic policy of contributing to society through fair business activities and have designed a remuneration structure whereby we provide incentives for Directors making the Company Group grow sustainably and improving our corporate value in the mid- and long-term.

- a. Composition of Remuneration for Directors  
Remuneration for Directors is composed of monthly remuneration and bonus.
- b. Policy for Determining Monthly Remuneration  
Regarding monthly remuneration, a monthly remuneration table for each post is set based on each post's role and degree of responsibility as well as on the extent of their contribution to the Company's performance, after ensuring the objectivity of the standards of remuneration by utilizing third party analysis of officers' remuneration covering corporations similar to the Company in areas such as the business contents and scale. The amount in the table adopted for each person is determined upon consideration of the Director's role, degree

of responsibility, scale, complexity and difficulty of the area of which the Director is in charge as well as on the extent of their contribution to the Company's performance also with a mid- and long-term perspective. The total amount of monthly remuneration for Directors is determined within the framework of the remuneration amount resolved at the shareholders' meeting.

c. Policy for Determining Bonuses and Content of Performance Indicators

The Directors' bonuses shall be performance-based bonuses, and their total amount is subject to the annual shareholders' meeting resolution and determined comprehensively considering the Company's performance in each fiscal year, particularly items such as dividend levels, in addition to net sales, operating income, ROIC, and the profit attributable to owners of the parent, which are taken seriously by the Company in its management strategy, after ensuring the objectivity of the standards of remuneration by utilizing third party analysis of officers' remuneration covering corporations similar to the Company in areas such as the business contents and scale. The allocation for each Director is set at a standard that provides incentives for each Director and in consideration of a mid- and long-term perspective and taking into account the Director's post, degree of responsibility, achievement of the main goals in the department or division for which they are responsible (items such as net sales, each profit index, and ROIC), their contribution to the Company's performance each fiscal year, and qualitative factors such as qualifications necessary to achieve them. The Company does not pay bonuses to Outside Directors from the viewpoint of ensuring independence.

[Indices, Goals, Results, etc. Related to Performance-based Bonuses]

The goals and results of indices related to performance-based bonuses during this fiscal year are as shown in the following table.

Indicators	Net Sales (millions of yen)	Operating Income (millions of yen)	Operating Income Margin	Ordinary Income (millions of yen)	Profit Attributable to Owners of the Parent (millions of yen)	ROIC Before Tax	ROE
Entry							
(Results of the preceding fiscal year)	4,402,814	226,618	5.1%	215,341	149,723	7.6%	7.3%
Goals (at the beginning of the year)	4,500,000	240,000	5.3%	232,000	140,000	7.1%	6.3%
Goals (in interim)	4,550,000	260,000	5.7%	255,000	150,000	7.6%	6.6%
Results	4,679,789	320,663	6.9%	309,496	193,771	9.3%	8.6%

(Notes)

Regarding the values stated as goals, those (at the beginning of the year) are in the consolidated performance forecast value at the time of announcing the settlement in the full fiscal year ended in March 2024 and those (in interim) are in the consolidated performance forecast value revised at the time of announcing the settlement in the second quarter for the fiscal year ended in March 2025.

d. Policy for Determining Ratio of Monthly Remuneration and Bonuses

The ratio of monthly remuneration and bonuses is not established, and changes due to performance indicators, individual evaluation, etc. as set forth in paragraph c. above.

Furthermore, the payment ratio of monthly remuneration and bonuses is approximately 1: 0.24-0.54 in the results for past few years.

e. Procedure for Determining Remuneration

Regarding the procedure for determining monthly remuneration and bonuses, important matters such as the policy for their determination, the establishment and revision or abolition of related internal rules, etc., and the specific amounts of individual monthly remuneration and bonuses based on performance evaluations are discussed at the Compensation Advisory Committee from an objective perspective. The Board of Directors will discuss and determine the policy for their determination thereof, and establishment and revision or abolition of related internal rules based on the report from the Compensation Advisory Committee, and will determine agenda items for the total amounts of bonuses and monthly remuneration for each fiscal year to be proposed in the shareholders' meeting if it reconsiders the cap on their total amounts. The specific amounts of individual monthly remuneration and bonuses and the timing and method of payment thereof are determined by the President, as delegated by the Board of Directors, based on the content reported by the Compensation Advisory Committee. Remuneration for Audit & Supervisory Board Members is determined through discussion among Audit & Supervisory Board Members within the framework of the remuneration amount resolved at the shareholders' meeting.

■Matters Concerning Delegation Related to Determining Directors' Individual Remuneration, etc.

As for the approach and method of calculation of Directors' monthly remuneration and bonuses, and individual amounts based thereon, the President (Osamu Inoue), who receives an overview of the performance of the Company as a whole and evaluates each Executive Director, made a proposal, and the Compensation Advisory Committee discussed and made decisions on these matters. The Board of Directors approved the approach and method of calculation of monthly remuneration and bonuses, delegated the specific amounts and timing and method of payment to the President (Osamu Inoue), decided the amounts of individual monthly remuneration and bonuses in line with the report from the Compensation Advisory Committee and the content discussed by the Board of Directors.

■Reasons Why the Board of Directors Meeting Determined that the Content of Remuneration, etc. for Individual Directors in This Fiscal Year Is in Line with the Policy for the Determination

The individual monthly remuneration and bonus amounts are determined based on the policy for the determination of Directors' remuneration after discussions by the Compensation Advisory Committee based on an objective perspective, and the Board of Directors determined that such amounts are in line with the policy for the determination.

■Shareholders' Meeting Resolution Regarding Remuneration, etc. for Officers

Monthly remuneration for Directors is not more than 90,000,000 yen per month (and for Outside Directors is not more than 20,000,000 yen per month) as resolved at the shareholders' meeting held on June 26, 2024. The number of Directors at the time was 15 (of whom, the number of Outside Directors was six). In addition, with respect to Directors' bonuses, 330,000,000 yen will be paid in total for nine Directors (excluding five Outside Directors) as resolved at the shareholders' meeting held on June 26, 2024. With respect to the total amount of monthly remuneration for Audit & Supervisory Board Members, the amount of remuneration for five Audit & Supervisory Board Members is not more than 14,000,000 yen per month as resolved at the shareholders' meeting held on June 26, 2024.

f. Holding of Company's Shares

In order to further raise motivation and morale to improve the Company's performance and promote management that takes shareholder value seriously, the Company has set a certain target level and encourages Inside Directors to hold Company's shares

through the officer shareholding association, and Inside Directors continue to hold the Company's shares during their terms of office.

**(3) Outline of Contents of Directors and Officers Liability Insurance Contract**

The Company has entered into a directors and officers liability insurance contract prescribed in Article 430-3, Paragraph 1 of the Companies Act with the insurance company, under which all Directors, Audit & Supervisory Board Members, and Executive Officers are the insureds, and the contract provides that it will compensate for damage (through the payment of monetary damages and litigation costs, etc.) borne by the insureds if such compensation for damage is claimed as a result of an act (or an omission) conducted by the insureds in relation to the execution of their duties. However, by providing that damage etc. resulting from an act, etc. conducted with knowledge of the fact that such act, etc. constitutes a violation of law is not subject to compensation, we are taking a measure to ensure that the propriety of the execution of Officers' duties will be upheld. All of the insurance premiums are borne by the Company.

**(4) Matters Concerning Outside Officers**

- (i) Relationships Between the Company and Important Companies, etc. at Which Positions are Concurrently Held by Officers of the Company (Concurrent Positions as Executives or Outside Officers, etc. at Other Companies, etc.)

Position	Name	Company, etc. at which Positions are Concurrently Held by Officers of the Company and Content	Relationship
Director	Hiroshi Sato	President & Representative Director, The Kobe International House Inc.	No particular relationship.
		Outside Director, Iwatani Corporation	This company has business relations with the Company, such as the sale and purchase of products.
	Michihiro Tsuchiya	Outside Director, RaQualia Pharma Inc.	No particular relationship.
	Christina Ahmadjian	Outside Director, NEC Corporation	This company has business relations with the Company, such as the sale and purchase of products and joint development of submarine cables.
		Outside Director, Niterra Co., Ltd.	This company has business relations with the Company, such as the sale of products.
		Executive Director, National University Corporation Hokkaido University (part-time)	This company has business relations with the Company, such as the joint research.
	Katsuaki Watanabe	Outside Director, Kyushu Financial Group, Inc.	No particular relationship.

Position	Name	Company, etc. at which Positions are Concurrently Held by Officers of the Company and Content	Relationship
	Atsushi Horiba	Chairman & Group CEO, HORIBA, Ltd.	This company has business relations with the Company, such as the purchase of equipment.
		Chairman, HORIBA STEC, Co., Ltd.	This company has business relations with the Company, such as the purchase of equipment.
		Outside Director, SoftBank Corp.	This company has business relations with the Company, such as the sale and purchase of products.
	Kyoko Kawamata	Head of Management Planning Office, Tokyo National Museum, Independent Administrative Institution, National Institutes for Cultural Heritage	No particular relationship.
Audit & Supervisory Board Members	Michiko Uehara	Outside Audit & Supervisory Board Member, The Japan Wool Textile Co., Ltd	No particular relationship.
		Outside Director, Sekisui Kasei, Co., Ltd.	This company has business relations with the Company, such as the purchase of products.
	Tatsuo Kijima	Outside Director, Osaka Gas Co., Ltd.	This company has business relations with the Company, such as the supply of gas to production bases, etc. of the Company.

(Note)

The information under the heading “Company, etc. at which Positions are Concurrently Held by Officers of the Company and Content” is as of March 31, 2025.

(ii) Main Activity Status

a. Directors

Name	Main Activity Status
Hiroshi Sato	<p>He attended all 13 Board of Directors meetings held this fiscal year. In addition, including important internal meetings other than Board of Directors meetings and opportunities for dialogues with Executive Directors, etc., he makes statements, as necessary, on corporate management in general, based on his rich experience and his extensive knowledge as a manager of a corporation with a wide range of business areas, such as materials like iron and steel, machines and energy, and in particular, based on his rich business experience in fields of research on materials and in technical development. Other than the above, he serves as a member of both the Nominating Advisory Committee and the Compensation Advisory Committee and attended all five respective meetings of the committees held this fiscal year and made statements regarding the approach, etc. to personnel appointments and training plans of Officers and Officers' remuneration from an independent and objective position. He also served as a Chairman of each of these committees until June 2024. In addition, he reviews and expresses opinions on internal control systems and specific measures regarding various compliance issues, such as the eradication and recurrence prevention of violations of antitrust laws, including overseas competition laws, responding to changes in global regulations, etc. and misconduct by other companies, on a routine basis.</p>
Michihiro Tsuchiya	<p>He attended all 13 Board of Directors meetings held this fiscal year. In addition, including important internal meetings other than Board of Directors meetings and opportunities for dialogues with Executive Directors, etc., he makes statements, as necessary, on corporate management in general, based on his rich experience and his extensive knowledge as a manager of a corporation developing global business activities, and in particular, based on his rich business experience in fields of research &amp; development and in management strategies. Other than the above, he has served as a Chairman of both the Nominating Advisory Committee and the Compensation Advisory Committee since June 2024, and attended all five respective meetings of the committees held this fiscal year and led the operation and made statements regarding the approach, etc. to personnel appointments and training plans of Officers and Officers' remuneration from an independent and objective position. In addition, he reviews and expresses opinions on internal control systems and specific measures regarding various compliance issues, such as the eradication and recurrence prevention of violations of antitrust laws, including overseas competition laws, responding to changes in global regulations, etc. and misconduct by other companies, on a routine basis.</p>

Name	Main Activity Status
Christina Ahmadjian	<p>She attended 12 out of 13 Board of Directors meetings held this fiscal year. In addition, including important internal meetings other than Board of Directors meetings and opportunities for dialogues with Executive Directors, etc., she makes statements, as necessary, mainly on methods relating to the governance system of the whole group and points for attention of global management strategies, etc., based on her extensive knowledge as a professor of a university whose main research fields are corporate management and corporate governance and global perspective. Other than the above, she serves as a member of both the Nominating Advisory Committee and the Compensation Advisory Committee and attended all five respective meetings of the committees which were held this fiscal year and made statements regarding the approach, etc. to personnel appointments and training plans of Officers and Officers' remuneration from an independent and objective position. In addition, she reviews and expresses opinions on internal control systems and specific measures regarding various compliance issues, such as the eradication and recurrence prevention of violations of antitrust laws, including overseas competition laws, responding to changes in global regulations, etc. and misconduct by other companies, on a routine basis.</p>
Katsuaki Watanabe	<p>He attended all 13 Board of Directors meetings held this fiscal year. In addition, including important internal meetings other than Board of Directors meetings and opportunities for dialogues with Executive Directors, etc., he makes statements, as necessary, on corporate management in general, based on his rich experience in and extensive knowledge of corporate management in general, acquired by engaging in management of corporations developing global operations and in particular, based on his rich business experience in a wide range of fields including supply chains, corporate planning, and manufacture. Other than the above, he serves as a member of both the Nominating Advisory Committee and the Compensation Advisory Committee and attended all five respective meetings of the committees which were held this fiscal year and made statements regarding the approach, etc. to personnel appointments and training plans of Officers and Officers' remuneration from an independent and objective position. In addition, he reviews and expresses opinions on internal control systems and specific measures regarding various compliance issues, such as the eradication and recurrence prevention of violations of antitrust laws, including overseas competition laws, responding to changes in global regulations, etc. and misconduct by other companies, on a routine basis.</p>

Name	Main Activity Status
<p data-bbox="280 506 379 568">Atsushi Horiba</p>	<p data-bbox="480 304 1401 770">He attended 11 out of 13 Board of Directors meetings held this fiscal year. In addition, including important internal meetings other than Board of Directors meetings and opportunities for dialogues with Executive Directors, etc., he makes statements, as necessary, on corporate management in general, based on his rich experience and his extensive knowledge as a manager of a corporation developing global business activities, and in particular, based on his rich business experience in fields of management strategies (global management, M&amp;A, etc.). In addition, he reviews and expresses opinions on internal control systems and specific measures regarding various compliance issues, such as the eradication and recurrence prevention of violations of antitrust laws, including overseas competition laws, responding to changes in global regulations, etc. and misconduct by other companies, on a routine basis.</p>
<p data-bbox="256 1133 400 1196">Kyoko Kawamata</p>	<p data-bbox="480 949 1401 1379">After joining the Board of Directors on June 26, 2024, she attended all 10 Board of Directors meetings held up to the end of this fiscal year. In addition, including important internal meetings other than Board of Directors meetings and opportunities for dialogues with Executive Directors, etc., she makes statements, as necessary, on corporate management in general, based on her rich experience and her broad knowledge gained over many years at a major newspaper company. In addition, she reviews and expresses opinions on internal control systems and specific measures regarding various compliance issues, such as the eradication and recurrence prevention of violations of antitrust laws, including overseas competition laws, responding to changes in global regulations, etc. and misconduct by other companies, on a routine basis.</p>

b. Audit & Supervisory Board Members

Name	Main Activity Status
<p style="text-align: center;">Michiko Uehara</p>	<p>She attended all 13 Board of Directors meetings and 15 out of 16 Audit &amp; Supervisory Board meetings held this fiscal year. She makes statements, as necessary, mainly on business management, including risk management, measures responding to changes in global regulations and misconduct by other companies, and points for attention, etc. concerning corporate governance, based on her expertise and experience as an attorney at law and great insight into risk and crisis management, etc. including compliance by corporations. In addition, she reviews and expresses opinions on internal control systems and specific measures regarding various compliance issues, such as the eradication and recurrence prevention of violations of antitrust laws, including overseas competition laws, in cooperation with other Audit &amp; Supervisory Board Members, on a routine basis.</p>
<p style="text-align: center;">Ikuo Yoshikawa</p>	<p>He attended all 13 Board of Directors meetings and all 16 Audit &amp; Supervisory Board meetings held this fiscal year. He makes statements, as necessary, mainly on business management, including risk management, measures responding to changes in global regulations, etc., and misconduct by other companies, and points for attention, etc. concerning corporate governance, based on his expertise and experience as a certified public accountant and his extensive knowledge as a professor of a university whose main research field is accountancy. In addition, he reviews and expresses opinions on internal control systems and specific measures regarding various compliance issues, such as the eradication and recurrence prevention of violations of antitrust laws, including overseas competition laws, in cooperation with other Audit &amp; Supervisory Board Members, on a routine basis.</p>

Name	Main Activity Status
Tatsuo Kijima	He attended 12 out of 13 Board of Directors meetings and all 16 Audit & Supervisory Board meetings held this fiscal year. He makes statements, as necessary, mainly on methods for viable business management for the whole group, and statements on measures responding to changes in global regulations, etc., misconduct by other companies, and points for attention, etc. concerning corporate governance, based on his rich experience in and extensive knowledge of corporate management in general, acquired by engaging in management of corporations supporting social infrastructures involving transportation. In addition, he reviews and expresses opinions on internal control systems and specific measures regarding various compliance issues, such as the eradication and recurrence prevention of violations of antitrust laws, including overseas competition laws, in cooperation with other Audit & Supervisory Board Members, on a routine basis.

(iii) Outline of Contents of Limited Liability Contract

The Company has entered into limited liability contracts with all of the Outside Directors and the Outside Audit & Supervisory Board Members in accordance with the provisions of the Articles of Incorporation. With respect to the liability under Article 423, Paragraph 1 of the Companies Act, the Outside Director or the Outside Audit & Supervisory Board Member shall assume liability for damages limited to the higher amount of either 10 million yen or the minimum liability amount under Article 425, Paragraph 1 of the Act, if he was without knowledge and not grossly negligent in conducting his duties.

(iv) Total Amount of Remuneration, etc.

Six Directors and three Audit & Supervisory Board Members: 183,600,000 yen

#### 4. Matters Regarding Accounting Auditor

(1) Name of Accounting Auditor

KPMG AZSA LLC

(2) Amount of Remuneration, etc. to Accounting Auditor

(i)	Amount of remuneration, etc. to be paid by the Company	244 million yen
(ii)	Total amount of money and other financial benefits to be paid by the Company and its subsidiaries	909 million yen

(Notes)

- As a result of examining items such as the details of the audit plans for this fiscal year, the audit results of the preceding fiscal year, and the basis for calculating estimates on which remuneration is based, the Audit & Supervisory Board determined that the remuneration amount of the Accounting Auditor was appropriate. Therefore,

the Audit & Supervisory Board gave consent regarding Article 399, Paragraph 1 of the Companies Act.

2. Under the audit contract concluded between the Company and the Accounting Auditor, the amount of remuneration, etc. for audits as per the Companies Act and the amount of remuneration, etc. for audits as per the Financial Instruments and Exchange Act are not and cannot practically be separated. Therefore, the total of these amounts is shown in (i) above.
3. The Company pays to the Accounting Auditor compensation for services (i.e., guidance and advice relating to financial investigation of subsidiaries, etc.), other than the services set forth in Article 2, Paragraph 1 of the Certified Public Accountants Act.
4. Among the important subsidiaries of the Company specified in “1.(9) Status of Important Subsidiaries and Affiliates”, overseas subsidiaries are subject to audits (limited to the types of audit set forth in the Companies Act or the Financial Instruments and Exchange Act and their foreign equivalents) by certified public accountants or audit firms (including persons with qualifications in foreign countries that are equivalent to these qualifications) other than the Accounting Auditor of the Company.

**(3) Policy for Determination of Dismissal or Non-Reappointment of Accounting Auditor**

It is the Company’s policy that if any of the Items of Article 340, Paragraph 1 of the Companies Act applies to the Accounting Auditor, the Company will dismiss the Accounting Auditor. In addition, in any other circumstances where it is reasonably suspected that the Accounting Auditor cannot ensure fairness in implementing its duties and, therefore, it is deemed inappropriate for the Accounting Auditor to continue auditing, the Company will either dismiss or refuse to reappoint the Accounting Auditor, depending on the circumstances.

**5. Content of Resolutions Regarding Development of Systems Necessary to Ensure the Propriety of Operations and Outline of the Operational Status of the Systems**

In accordance with Article 362, Paragraph 4, Item 6 of the Companies Act and Article 100, Paragraphs 1 and 3 of the Ordinance for Enforcement of the Companies Act, the Company, at its Board of Directors meeting, adopted a resolution concerning development of systems necessary to ensure the propriety of operations of a stock company (basic policies regarding establishment of an internal control system), with the following content. In addition, the operational status of the systems is outlined as follows.

**I. Content of Resolutions Regarding the Basic Policies to Establish the Internal Control Systems**

**(1) Systems for Preservation and Management of Information Related to the Execution of Duties by Directors**

The Company shall produce and keep the minutes of Board of Directors meetings, and shall record and appropriately manage information regarding the execution of duties and making of decisions by Directors, such as an internal document for drafting proposals and making internal approvals, as set forth in the internal rules of information management, the internal rules of document handling and the internal rules of papers preservation.

**(2) Internal Rules and Other Systems for Managing Risk of Loss**

Regarding major cross-Group risks such as those related to disaster, quality, safety, environment, credit extension and export and import trade controls, risk management shall be conducted by each department or division. Each department or division shall assess the risks pertaining to implementation of the business it controls pursuant to the responsive measures and accident examples and preventative measures which are shared within the Group either by the Corporate Staff Group which is responsible for each risk or by the committees hosted by Directors, etc. (meaning the “Executive Directors or Executive Officers”; hereinafter the same) who are in charge of the Corporate Staff Group.

Regarding pressing issues arising from changes in social conditions, business environments, etc., the Company intends to develop systems and reinforce its commitments through cooperation among relevant departments and divisions under the initiative of the Risk Management Committee.

Further, regarding risks peculiar to a specific department or division, the relevant department or division shall decrease risks by, as deemed necessary, obtaining the assistance of the Corporate Staff Group having expertise and external experts.

The Risk Management Committee shall exercise control over these activities pursuant to the internal rules of risk management, and shall monitor them in cooperation with the Audit & Supervisory Board Members, the Internal Auditing Department and the Corporate Staff Group which is responsible for each risk.

Further, if any material risk becomes evident and countermeasures urgently need to be taken, the Risk Management Steering Committee shall, among other things, assess the severity of the crisis and establish a task force.

### **(3) Systems for Ensuring the Efficiency of the Execution of Duties by Directors**

In order to ensure efficient and appropriate execution of duties by Directors, etc. and administrative members the Company shall set forth, in the job classification system and the internal rules of operations, the department or division in charge, the authority vested in each role, and the operations governed by each organization.

Further, the Company shall adopt the Executive Officer System and the Business Unit System, and develop a system in which each Business Unit, the Sales & Marketing Unit and the R&D Unit will do business flexibly under the supervision of each General Manager of the Unit depending on environmental changes and customer demands.

Further, regarding the operational results, etc. of each Business Unit, the Company will develop a medium-term plan and an annual plan designed to achieve the medium-term plan, and adopt a system under which the Accounting and Finance Department and the Director in charge of accounting and finance shall track and analyze the progress toward achievement on a monthly basis, and shall report the results to the Management Conference and the Board of Directors in order to examine what measures might need to be taken.

The Company shall promote the use of video conference and computer and communication network systems, aiming to efficiently gather, analyze, utilize and share management information.

### **(4) Systems for Ensuring that the Execution of Duties by Directors and Employees Is Compliant with Laws and the Articles of Incorporation**

The Company shall endeavor to spread the Charter of Corporate Behavior, which elaborates the Sumitomo Spirit and the Corporate Principles, and the Code of Conduct, which provides the Group's common rules on compliance. Further, the Company shall thoroughly implement the principle that compliance with laws and maintenance of corporate ethics constitute the foundation of management, through the statements and behavior of the top management.

The Compliance Committee chaired by the President shall, among other things, do the following: identify and analyze cross-Group compliance risks; confirm the dissemination and firm establishment of the Code of Conduct; plan and perform training; investigate the cause of violations and formulate proposed measures to prevent their reoccurrence; disseminate and have the above items thoroughly implemented within the Group; and conduct monitoring of the compliance promotion activities.

Meanwhile, each department and division shall identify and analyze compliance risks, including risks peculiar to the department or division, and take measures to prevent them; whereas the Compliance Committee, the Legal Department, the Audit & Supervisory Board Members and the Internal Auditing Department shall conduct their monitoring, in cooperation with one another.

Regarding compliance with domestic and foreign competition laws, the Company shall continuously provide education regarding competition laws in order to eradicate any cartel or bid-rigging activities, including suspicious activities, within the Group. Further, under the Compliance Committee, the Compliance & Risk Management Office shall monitor the status of operation of, and compliance with, a set of rules and regulations to ensure compliance with competition laws and, further, plan and implement any other competition law compliance measures, in cooperation with the respective dedicated organization of each Unit or Compliance Liaison.

Further, the Compliance Committee shall appropriately identify the circumstances pertaining to information provided to the notification and consultation desk established within and without the Company, and shall take necessary measures.

**(5) Systems for Ensuring the Propriety of Financial Reporting**

The Company shall establish an Internal Control Committee for Financial Reporting, chaired by the President, and shall also build a promotion organization in the Corporate Staff Group. Pursuant to their policies, guidance and assistance, each department, division and subsidiary shall proceed with the development and appropriate operation of the internal control system in accordance with the Financial Instruments and Exchange Act, as well as with the assessment and audit standards and implementation standards set forth by the Financial Services Agency, in order to further enhance the Company's system for ensuring the propriety of financial reporting. The Internal Auditing Department shall assess the effectiveness of the internal control system of the whole Group for each fiscal year, and compile an internal control report to be submitted to the Financial Services Agency based on the results of such assessment and shall obtain the approval of the Internal Control Committee for Financial Reporting and the Board of Directors.

**(6) Systems for Ensuring the Propriety of the Operations Performed by the Corporate Group Comprised of the Company and the Subsidiaries**

The Company shall also endeavor to spread the Charter of Corporate Behavior, which elaborates the Sumitomo Spirit and the Corporate Principles, to the Group companies, aiming to share with them the principles that should be respected and complied with in the course of business operations.

Pursuant to the internal rules of affiliated companies management, the Company shall receive reports from subsidiaries or have subsidiaries consult with the Company as deemed necessary, regarding matters to be decided and accrued facts to be reported or referred to the Management Conference and the Board of Directors meeting of the Company, and certain matters related to risk management and compliance, etc.

In addition, the related persons of the governing Unit and the administrative members of the Accounting and Finance Department, among others, shall assume the offices of Directors and Audit & Supervisory Board Members of the subsidiaries in order to track their management status. Furthermore, information regarding risk management and compliance systems, etc. shall be exchanged at the conference of Audit & Supervisory Board Members of the Group, or through communication and exchanges between the Corporate Staff Group of the Company, such as the Human Resources Division, the Administration Division and the Accounting and Finance Department, on the one hand, and the relevant departments or divisions of the subsidiaries, on the other hand. In this regard, the major activities relating to risk management and compliance do not only cover the Company itself, but also its domestic and foreign subsidiaries, excluding listed companies and their subsidiaries.

Regarding major cross-Group risks, each subsidiary shall practice risk management by assessing the risks pertaining to the implementation of its business, pursuant to the responsive measures and accident examples and preventative measures shared within the Group by each department or division of the Company in charge, among others. Further, each subsidiary shall minimize risks peculiar to itself, by obtaining the assistance of the Company.

Regarding compliance risks, too, the Company has adopted a system under which each subsidiary takes measures, including those to cope with its peculiar risks, pursuant to the major compliance risks and measures to prevent their occurrence shared within the

Group by the Compliance Committee and the Legal Department of the Company, among others. With respect to the notification and consultation desk for whistle-blowing, the Company guides each subsidiary to establish its own internal consultation desk, whereas the Company also maintains the Group's common external consultation desks, both in Japan and abroad.

Under the current system, the business of each subsidiary is operated flexibly under the Business Unit System. Under this system, the business plan of each subsidiary is formulated as part of the medium-term plan and annual plan of each Unit, and the operational results of each Unit are reported to the Management Conference and the Board of Directors on a monthly basis, in order to examine measures required to be taken. Further, utilization of the Group's common infrastructure has also been promoted in regard to the utilization of computer and telecommunication systems, etc. at subsidiaries.

**(7) Matters Related to the Employees to Provide Support to the Audit & Supervisory Board Members and Matters for Ensuring their Independence from Directors and the Effectiveness of Instructions to Such Employees**

The Company shall establish the Office of Audit & Supervisory Board Members as a dedicated office to provide support to the Audit & Supervisory Board Members and shall allocate employees to such tasks (the "staff of Office of Audit & Supervisory Board Members"), some of whom shall be dedicated staff members. Personnel transfer and personnel evaluation of the staff of Office of Audit & Supervisory Board Members shall be subject to prior consultation with the Audit & Supervisory Board or full-time Audit & Supervisory Board Members for their opinions, and the staff of Office of Audit & Supervisory Board Members shall follow the directions and commands of the Audit & Supervisory Board Members.

**(8) Systems for Reporting by Directors and Employees of the Company, Directors and Employees of the Subsidiaries, or Persons Who Have Received Reports therefrom to the Audit & Supervisory Board Members of the Company and Other Systems for Reporting to the Audit & Supervisory Board Members of the Company**

Audit & Supervisory Board Members shall attend various important meetings which govern the operation of the Company's whole Group, such as the Management Conference, the Risk Management Committee and the Compliance Committee. Further, the Company shall adopt a system under which the Directors, the senior managers of the departments or divisions, the presidents of the subsidiaries and others shall report to the Audit & Supervisory Board Members, as deemed necessary, regarding matters which occur within the Group such as sudden and unexpected acts violating laws or the Articles of Incorporation, or material execution of business or change to internal control system (excluding minor ones).

**(9) Systems for Ensuring That a Person Who Has Made a Report to the Audit & Supervisory Board Members Shall Not Be Unfavorably Treated on Account of Having Made Such a Report**

The Company and each subsidiary shall refrain from unfavorably treating any person who has made a report to the Audit & Supervisory Board Members as set forth in paragraph (8) above on account of having made such a report, by taking such measures as setting forth in their internal rules for whistle-blowing desk system that they shall not dismiss or otherwise unfavorably treat a person on account of such person having provided information to the staff of Office of Audit & Supervisory Board Members.

**(10) Matters Related to Policies Regarding Accounting for the Costs or Debts Incurred in Relation to Execution of Duties of the Audit & Supervisory Board Members**

For each fiscal year, a necessary budget shall be set with the approval of the Audit & Supervisory Board in order to account for costs or debts incurred in relation to execution of duties of the Audit & Supervisory Board Members, and a prompt response shall be made if an Audit & Supervisory Board Member requests reimbursement for costs having been prepaid or disbursed, or repayment of debts having been borne, by such Audit & Supervisory Board Member.

Further, costs incurred in the case where the Audit & Supervisory Board Members consult with external experts, such as lawyers and certified public accountants, in relation to execution of their duties shall be borne by the Company.

**(11) Other Systems for Ensuring that the Audit & Supervisory Board Members Can Conduct Audits Effectively**

The Company shall, as deemed necessary, secure opportunities for the Audit & Supervisory Board Members to interview Directors and the senior managers of the departments or divisions, and shall also periodically hold meetings for the Audit & Supervisory Board Members and Outside Directors to exchange opinions with, among others, the Chairman of the Board of Directors, the President and the Officers in charge of the Corporate Staff Group concerning important audit matters. Furthermore, the Internal Auditing Department shall act in cooperation with the Audit & Supervisory Board Members.

**II Outline of Operational Status**

**(1) Systems for Preservation and Management of Information Related to the Execution of Duties by Directors**

The minutes of Board of Directors meetings are produced each time a meeting is held, and the originals, to which the officers who attend the meeting affix their names and seals, are kept at the Administration Division. Each department or division manages the documents and electronic data regarding the execution of duties and making of decisions by Directors, such as an internal document for drafting proposals and making internal approvals, as set forth in the internal rules of information management, the internal rules of document handling and the internal rules of papers preservation.

**(2) Internal Rules and Other Systems for Managing Risk of Loss**

Meetings of the Risk Management Committee are held at the same time as meetings of the Management Conference. Directors, etc. report matters such as the appearance of material risks in the department or division for which they are responsible, and discuss topics such as measures against those risks as necessary.

Major cross-Group risks are handled in accordance with the basic policies. Each department or division manages risks by reassessing the risks pertaining to implementation of the business it controls, according to the responsive measures and accident examples and preventative measures which are shared within the Group either by the Corporate Staff Group which is responsible for each risk or by the committees hosted by Directors, etc. who are in charge of the Corporate Staff Group. Further, regarding risks unique to a specific department or division, the relevant department or division decreases risks by, as deemed necessary, obtaining the assistance of the Corporate Staff Group and external experts.

As for pressing issues, the Company has thoroughly reemphasized our safety philosophy to prevent the recurrence of serious industrial accidents, and the Company strives to reinforce the development of cyber security through cooperation among relevant departments and divisions under the initiative of the Risk Management Committee to deal with the increase and sophistication of cyber-attacks.

The Risk Management Committee and its secretariat, the Compliance & Risk Management Office, monitor these activities in cooperation with the Audit & Supervisory Board Members, the Internal Auditing Department, and the Corporate Staff Group which is responsible for each risk.

In addition, the Company has established a Sustainability Management Promotion Committee, whose chairperson is the President, and this committee has adopted a system under which it discusses policies and provides advice in order to consistently promote measures for consideration regarding respecting the global environment and human rights, ensuring employee well-being and a healthy work environment, and reinforcing fair and impartial trade, etc.

### **(3) Systems for Ensuring the Efficiency of the Execution of Duties by Directors**

In order to ensure efficient and appropriate execution of duties by Directors, etc. and administrative members, the Company defines, in the job classification system and the internal rules of operations, (i) the department or division in charge, (ii) the authority vested in each role, and (iii) the operations governed by each organization. The Company appropriately revises the contents of the system and rules as necessary.

Further, regarding the operational results, etc. of each Business Unit, the Company develops a medium-term plan and an annual plan designed to achieve the medium-term plan, and the Accounting and Finance Department and the Director in charge of accounting and finance track and analyze the progress toward achievement on a monthly basis, and report the results to the Management Conference and the Board of Directors in order to examine what measures might need to be taken.

In order to gather and analyze management information, the Company has established and utilizes an accounting system that enables prompt and efficient gathering.

### **(4) Systems for Ensuring that the Execution of Duties by Directors and Employees Is Compliant with Laws and the Articles of Incorporation**

The Company endeavors to spread the Sumitomo Spirit and the Charter of Corporate Behavior through measures such as distributing booklets explaining those ideas, and awareness about compliance by distributing the Code of Conduct and conducting training. Further, the President comments on the importance of the Sumitomo Spirit and that compliance with laws and maintenance of corporate ethics constitute the foundation of management, at opportunities to deliver messages within the Group, such as New Year's speeches and in-house newsletters, striving to spread awareness of these ideas.

In fiscal 2024, the Compliance Committee held four meetings and, among other things, undertook the following: identified and analyzed cross-Group compliance risks; planned and performed compliance training; and conducted monitoring of the compliance promotion activities of each department or division. Regarding compliance training, it was offered to officers, managers, those who were promoted, and new employees of the Company, and employees of the subsidiaries.

Regarding compliance with domestic and foreign competition laws, under the Global Antitrust and Competition Policy, the Company provides education regarding competition laws, within the Group, including domestic and foreign subsidiaries. Further, the Compliance & Risk Management Office monitors the status of operation of, and compliance with, a set of rules and regulations to ensure compliance with competition laws in cooperation with the respective dedicated organization of each Unit or the Compliance Liaison.

Regarding prevention of bribery, the Company provides education within the Group, including domestic and foreign subsidiaries, and the Compliance Liaison in each department or division operates systems such as a pre-approval system to providing business entertainment, among others, pursuant to the internal rules on bribery prevention.

The Compliance Committee appropriately identifies the circumstances pertaining to information provided to the notification and consultation desk established by the Company and domestic and foreign subsidiaries within and without the Company (law firms and experts), and takes necessary measures.

#### **(5) Systems for Ensuring the Propriety of Financial Reporting**

Pursuant to the guidance and assistance of the Internal Control Committee for Financial Reporting and the relevant Corporate Staff Group, each department, division, and subsidiary has developed and operated the internal control system. The Internal Auditing Department assesses the effectiveness of the internal control system of the whole Group, compiles an internal control report to be submitted to the Financial Services Agency based on the results of such assessment and obtains the approval of the Internal Control Committee for Financial Reporting and the Board of Directors.

#### **(6) Systems for Ensuring the Propriety of the Operations Performed by the Corporate Group Comprised of the Company and the Subsidiaries**

The Company also endeavors to spread the Sumitomo Spirit, the Charter of Corporate Behavior, the Multistakeholder Capitalism (“Goho Yoshi” (Five-Way-Win)), and long-term visions, etc. to each subsidiary, aiming to share with them the principles that should be respected and complied with in the course of business operations.

Regarding specific matters pursuant to the internal rules of affiliated companies management, the responsible Unit and the relevant Corporate Staff Group of each subsidiary receive reports and consultation from the subsidiary, and as necessary, refer them to the Management Conference and the Board of Directors meeting of the Company.

The related persons of the governing Unit and the administrative members of the Accounting and Finance Department, among others, are placed as Directors or Audit & Supervisory Board Members of the subsidiaries in order to track their management status.

The business plan of each subsidiary is formulated as part of the medium-term plan and annual plan of each Unit, and the operational results of each Unit are reported to the Management Conference and the Board of Directors on a monthly basis, in order to examine measures required to be taken.

Regarding commitments to risk management and compliance systems, such information is exchanged at the conference of Audit & Supervisory Board Members of the Group, or through meetings held by the Corporate Staff Group of the Company, such as the Human Resources Division, the Administration Division, and the Accounting and Finance Department, with the relevant departments or divisions of the subsidiaries, and guidance and support are conducted by the relevant Corporate Staff Group for each subsidiary. Also, the

major activities relating to risk management and compliance do not only cover the Company itself, but also its domestic and foreign subsidiaries, excluding listed companies and their subsidiaries.

**(7) Systems for Ensuring that the Audit & Supervisory Board Members Can Conduct Audits Effectively**

The Company has established the Office of Audit & Supervisory Board Members as a dedicated office to provide support to the Audit & Supervisory Board Members and allocated employees consisting of two dedicated staff members and four members who hold posts concurrently elsewhere to such tasks (the “staff of Office of Audit & Supervisory Board Members”). The Office of Audit & Supervisory Board Members does not fall under the responsibility of any Directors, etc. in terms of the organization, and the staff of Office of Audit & Supervisory Board Members must follow the instructions of the Audit & Supervisory Board Members. Regarding personnel transfer and personnel evaluation of the staff of Office of Audit & Supervisory Board Members, the Company hears the opinions of the Audit & Supervisory Board or full-time Audit & Supervisory Board Members.

Audit & Supervisory Board Members attend various important meetings, such as the Management Conference, the Risk Management Committee and the Compliance Committee. The Directors, etc., the senior managers of the departments or divisions, the presidents of the subsidiaries and others report to the Audit & Supervisory Board Members, as deemed necessary, regarding material matters of the contents of the various important meetings that need supplementation.

A necessary budget is set with the approval of the Audit & Supervisory Board in order to account for costs or debts incurred in relation to execution of duties of the Audit & Supervisory Board Members, and a prompt response is made if an Audit & Supervisory Board Member makes requests such as reimbursement for costs having been prepaid or disbursed by such Audit & Supervisory Board Member.

The Directors and the senior managers of the departments or divisions hold meetings upon request from the Audit & Supervisory Board Members and are interviewed about matters necessary for audits. In fiscal 2024, the Chairman of the Board of Directors, the President and the Officers in charge of the Human Resources, the Administration, and the Accounting and Finance held a meeting twice with the Audit & Supervisory Board Members and Outside Directors to report and exchange opinions concerning management policies and tasks, etc. Furthermore, the Internal Auditing Department requests that the Audit & Supervisory Board Members attend report meetings regarding the results of audit in each division, department, etc. and hears the opinions of the Audit & Supervisory Board Members. It also acts in cooperation with the Audit & Supervisory Board Members through activities such as reporting and exchanging opinions concerning annual audit plans and its results.

End

---

**(Note)**

In this Business Report, all figures have been rounded to the nearest number as stated, except for the number of shares indicated in units of one thousand shares which have been rounded down to the nearest number as stated.

### **[Reference Information]**

In addition to what is set forth in the above, as for the reference information described in the convocation notice in Japanese, please see the following URL.

#### **Corporate Principles of the Company**

As for the “Sumitomo Spirit” and the “Sumitomo Electric Group Corporate Principles,” please see the website of the Company.

<https://sumitomoelectric.com/company/vision>

#### **Corporate Governance of the Company**

As for the Sumitomo Electric Group’s corporate governance structure, please see the website of the Company.

<https://sumitomoelectric.com/company/governance>

### **Analysis and evaluation of the effectiveness of the Board of Directors**

In addition to analyzing and evaluating the effectiveness of the Board of Directors on an annual basis, the Board of Directors of the Company periodically examines whether the Board of Directors is functioning properly and, based on the results, improves issues, enhances strengths, and takes other similar measures. In 2024, after a questionnaire was given to all Directors and Audit & Supervisory Board Members and individual interviews were conducted with six Outside Directors and three Outside Audit & Supervisory Board Members, the effectiveness of the Board of Directors was analyzed and evaluated, and an outline of the results is as below.

#### **<Analysis and Evaluation Results>**

##### **(1) Overall**

Continuous improvements are being made in all aspects of its roles, operation, and composition, and effectiveness is being ensured.

##### **(2) Role and Operation of the Board of Directors**

The Board of Directors confirmed that there have been largely appropriate deliberations and reports in the process of making decisions on important matters that have been made during this year in order to achieve the “Mid-term Management Plan 2025,” based on the concept of “Multistakeholder Capitalism” (“Goho Yoshi” (Five-Way-Win)) and the process of making reports such as quarterly performance reports and reports on the status of development of the internal control system, and the Board of Directors was properly fulfilling its “function of deciding on basic management policies and other important issues” and its “supervisory function over the management,” which are seen by the Company as important.

In addition, regarding operations, the Board of Directors confirmed that as a result of its efforts, such as continual review of its meeting agenda criteria and operational rules, the Board of Directors has been able to conduct appropriate deliberations through the free and open exchange of opinions.

##### **(3) Support for Outside Officers**

The Board of Directors confirmed all Outside Officers expressed the opinion that appropriate support has been provided to ensure that Outside Officers exercise their functions.

##### **(4) The Nominating Advisory Committee and the Compensation Advisory Committee**

The Board of Directors confirmed that the Nominating Advisory Committee and Compensation Advisory Committee meetings were each held five times, and that actions such as report on the details of their deliberations to the Board of Directors were properly conducted.

**(5) Composition of the Board of Directors**

The Board of Directors confirmed that its composition was appropriate with regard to balance in terms of the Company's business execution system, as it operates a wide range of businesses, knowledge, experience, diversity, etc.

**Future initiatives**

(1) The Board of Directors will continue to enhance opportunities for reviewing and information sharing regarding the progress of achievement of measures to realize the long-term vision "Sumitomo Electric Group 2030 VISION," and the main indicators and goals listed in the "Mid-term Management Plan 2025," by utilizing the Board of Directors meetings, other internal meetings, etc.

(2) The Board of Directors will continue to work on improving the time available for deliberations and the materials used at Board of Directors meetings (optimization, enhancement, etc. in terms of quality and quantity).

(3) The Board of Directors will continue to pay attention to diversity in the composition of the Board of Directors.

**Mid-term Management Plan 2025**

As for the long-term vision mid-term management plan 2025, please see the following URL.  
<https://sumitomoelectric.com/company/segmid-term2025>

(Translation)

**Consolidated Balance Sheet**

(As of March 31, 2025)

(Millions of yen)

Accounts	Amount	Accounts	Amount
<b>(ASSETS)</b>		<b>(LIABILITIES)</b>	
<b>Current assets</b>	<b>2,320,091</b>	<b>Current liabilities</b>	<b>1,286,843</b>
Cash and time deposits	295,903	Trade notes and accounts payable	473,834
Trade notes and accounts receivable	880,451	Short-term debt	314,294
Contract assets	31,467	Commercial papers	32,416
Inventories	922,998	Contract liabilities	97,456
Other current assets	200,556	Provision for loss on business	6,657
Allowance for doubtful receivables	(11,284)	Other current liabilities	362,186
<b>Non-current assets</b>	<b>2,121,538</b>	<b>Non-current liabilities</b>	<b>624,349</b>
<b>Property, plant and equipment</b>	<b>1,121,830</b>	Bonds	174,916
Buildings and structures	323,388	Long-term debt	166,365
Machinery, equipment and vehicles	436,926	Deferred tax liabilities	129,663
Land	102,945	Net defined benefit liabilities	51,820
Construction in progress	96,826	Other non-current liabilities	101,585
Other	161,745	<b>Total liabilities</b>	<b>1,911,192</b>
<b>Intangible assets</b>	<b>61,378</b>	<b>(NET ASSETS)</b>	
<b>Investments and other assets</b>	<b>938,330</b>	<b>Shareholders' equity</b>	<b>1,862,933</b>
Investment securities	604,733	Common stock	99,737
Net defined benefit asset	251,979	Capital surplus	165,319
Deferred tax assets	39,022	Retained earnings	1,618,695
Other	43,294	Treasury stock	(20,818)
Allowance for doubtful receivables	(698)	<b>Accumulated other comprehensive income</b>	<b>427,461</b>
<b>Total assets</b>	<b>4,441,629</b>	Net unrealized holding gains on available-for-sale securities	177,927
		Deferred gains or losses on hedges	(3,692)
		Foreign currency translation adjustments	162,741
		Remeasurements of defined benefit plans	90,485
		<b>Non-controlling interests</b>	<b>240,043</b>
		<b>Total net assets</b>	<b>2,530,437</b>
		<b>Total liabilities and net assets</b>	<b>4,441,629</b>

(Note) Amounts shown in this financial statement have been rounded to the nearest million yen.

## Consolidated Statement of Income

(From April 1, 2024 to March 31, 2025)

(Millions of yen)

Accounts	Amount	
Net sales		4,679,789
Cost of sales		3,799,663
<b>Gross profit</b>		<b>880,126</b>
Selling, general and administrative expenses		559,463
<b>Operating profit</b>		<b>320,663</b>
<b>Non-operating income</b>		
Interest income	3,744	
Dividend income	8,223	
Share of profit of investments accounted for using the equity method	14,776	
Other income	13,953	40,696
<b>Non-operating expenses</b>		
Interest expenses	29,749	
Other expenses	22,114	51,863
<b>Ordinary profit</b>		<b>309,496</b>
<b>Extraordinary income</b>		
Gain on sales of property, plant and equipment	2,135	
Gain on sales of investment securities	11,085	
Gain on return of assets from retirement benefit trust	12,919	26,139
<b>Extraordinary losses</b>		
Loss on disposal of property, plant and equipment	4,296	
Impairment loss on fixed assets	5,204	
Restructuring expenses	22,071	31,571
<b>Profit before income taxes</b>		<b>304,064</b>
Income taxes – current	73,842	
Income taxes – deferred	8,396	82,238
<b>Profit for the year</b>		<b>221,826</b>
Profit attributable to non-controlling interests		28,055
<b>Profit attributable to owners of parent</b>		<b>193,771</b>

(Note) Amounts shown in this financial statement have been rounded to the nearest million yen.

## Consolidated Statement of Changes in Net Assets

(From April 1, 2024 to March 31, 2025)

(Millions of yen)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' equity
Balance at beginning of period	99,737	165,424	1,493,708	(20,803)	1,738,066
Changes of items during the period					
Cash dividends			(68,646)		(68,646)
Profit attributable to owners of parent			193,771		193,771
Purchases of treasury stock				(15)	(15)
Disposal of treasury stock		0		0	0
Change in scope of consolidation			(138)		(138)
Change in ownership interests arising from transactions with non-controlling shareholders		(105)			(105)
Other					
Total changes of items during the period	—	(105)	124,987	(15)	124,867
Balance at end of period	99,737	165,319	1,618,695	(20,818)	1,862,933

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Net unrealized holding gains on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of period	183,971	(2,679)	155,338	132,966	469,596	224,226	2,431,888
Changes of items during the period							
Cash dividends							(68,646)
Profit attributable to owners of parent							193,771
Purchases of treasury stock							(15)
Disposal of treasury stock							0
Change in scope of consolidation							(138)
Change in ownership interests arising from transactions with non-controlling shareholders							(105)
Other	(6,044)	(1,013)	7,403	(42,481)	(42,135)	15,817	(26,318)
Total changes of items during the period	(6,044)	(1,013)	7,403	(42,481)	(42,135)	15,817	98,549
Balance at end of period	177,927	(3,692)	162,741	90,485	427,461	240,043	2,530,437

(Note) Amounts shown in this financial statement have been rounded to the nearest million yen.

# Notes to Consolidated Financial Statements

## 1. Basis of Consolidated Financial Statements

### 1-1. Scope of consolidation

#### (1) Consolidated subsidiaries

Consolidated subsidiaries: 389 companies

Major consolidated subsidiaries

Sumitomo Wiring Systems, Ltd., Sumitomo Electric Device Innovations, Inc., Sumitomo Riko Co., Ltd., Sumitomo Electric Hardmetal Corp. and Sumitomo Electric Wiring Systems, Inc.

12 companies were newly included in the scope of consolidation as a result of acquisition of shares, establishment or increase in materiality from the fiscal year ended March 31, 2025.

And 5 companies were excluded from the scope of consolidation as a result of merger, sales of shares or completion of liquidation.

#### (2) Unconsolidated subsidiaries

Major unconsolidated subsidiaries

SEI HR SERVICES, INC.

Reason for being excluded from consolidation

The unconsolidated subsidiaries are immaterial in terms of their assets, sales, profit or loss and retained earnings, and would not have significant effect on the consolidated financial statements either individually or collectively.

### 1-2. Adoption of the equity method

#### (1) Unconsolidated subsidiaries and affiliates accounted for by the equity method

Unconsolidated subsidiaries accounted for by the equity method: none

Affiliates accounted for by the equity method: 32 companies

Major companies accounted for by the equity method

Sumitomo Rubber Industries, Ltd.

1 affiliate was excluded from the scope of the equity method as a result of sale of shares.

#### (2) Unconsolidated subsidiaries and affiliates not accounted for by the equity method

Major companies not accounted for by the equity method

KINKIDENKI Co.

Reason for not applying the equity method

The unconsolidated subsidiaries and affiliates not accounted for by the equity method are immaterial in terms of their profit or loss and retained earnings, and would not have significant effect on the consolidated financial statements either individually or collectively.

### 1-3. Significant accounting policies

#### (1) Valuation methods for assets

##### (a) Securities

Held-to-maturity debt securities are stated at amortized cost.

Available-for-sale securities other than those without market values are stated at the fair value at the fiscal year end. Unrealized gains and losses, net of related taxes and non-controlling interests, are recognized as a separate component of net assets. Acquisition costs on sales are computed using average cost.

Available-for-sale securities without market values are stated at average cost.

##### (b) Derivatives

Derivative financial instruments are stated at fair value.

##### (c) Inventories

Inventories are mainly stated at the lower of average cost or net realizable value.

#### (2) Depreciation method of fixed assets

##### (a) Property, plant and equipment (excluding leased assets)

The straight-line method is applied.

##### (b) Leased assets

Leased assets related to finance leases which do not transfer ownership of the lease assets and right-of-use assets in consolidated subsidiaries that apply IFRS 16 "Leases" are depreciated by the straight-line method, assuming the lease period as the useful life and no residual value.

#### (3) Basis for allowance

##### Allowance for doubtful receivables

The allowance for doubtful receivables is provided based upon estimated uncollectible amounts for individually identified doubtful receivables and historical loss experience for other receivables.

##### Provision for loss on business

The provision for loss on business is estimated based on reasonable amounts of losses expected to be incurred in the future for building a mass production system, withdrawing, and integrating in some businesses.

(4) Basis for revenue and expense

The Company and its consolidated subsidiaries recognize the amount expected to be received in exchange for promised goods or services as revenue at the time when the control of the goods or services is transferred to the customer.

The main businesses of the Company and its consolidated subsidiaries are manufacture and sales of products in the following business segments: Environment and Energy, Infocommunications, Automotive, Electronics and Industrial Materials and Others. Revenue is recognized at the time when the control of the goods or services is transferred to the customer. The timing of domestic sales transactions is mainly at the time of the acceptance inspection by the customer or arrival at the customer. The timing of export sales transactions is mainly at the time when risks are transferred to the customer on the basis of trade terms such as incoterms. In the Environment and Energy segment, the Company and its consolidated subsidiaries operate the business of design and construction, such as the installation of products, as well as the manufacture and sales of the products. For construction contracts in which the performance obligation is satisfied over time, revenue is recognized based on the estimated progress towards the satisfaction of the performance obligation. The method used to estimate the progress towards the satisfaction of the performance obligation is the input method based on the ratio of the incurred costs to the total estimated costs, because incurred costs are considered to represent the progress of construction appropriately. For other contracts, revenue is recognized when the control of the goods or services is considered to be transferred, mainly on the completion of installation as the performance obligation is satisfied at that point in time. Consideration for the transaction is received mainly within one year from the satisfaction of the performance obligation and does not include a significant financing component.

(5) Other significant accounting policies

(a) Basis for retirement benefits

( i ) Method of attributing expected benefits to periods of service

When calculating retirement benefit obligations, the benefit formula basis is used for attributing expected retirement benefits to periods of service.

( ii ) Method of expenses for actuarial gains and losses and past service costs

Past service cost is amortized on a straight-line basis over certain periods within the average remaining service years of employees (mainly 3 years) from the year in which it arises, or accounted for as an expense when it arises at some consolidated subsidiaries. Actuarial gains and losses are amortized on a straight-line basis over certain periods within the average remaining service years of employees (mainly 14 years) from the year following the year in which they arise. At some consolidated subsidiaries, they are accounted for as an expense when they arise.

(b) Accounting for corporation tax and local corporation tax and tax effect accounting

The Company and its wholly owned domestic consolidated subsidiaries apply the group tax sharing system. In addition, corporation tax and local corporation tax, as well as their tax effects, are accounted for and disclosed under "Practical Solution on the Accounting and Disclosure under the Group Tax Sharing System" (PITF No.42, August 12, 2021).

## **2. Changes in Accounting Policy**

(Application of Accounting Standards for Current Income Taxes, etc.)

The Company and its consolidated subsidiaries have applied the “Accounting Standards for Current Income Taxes” (ASBJ Statement No. 27, October 28, 2022) (hereinafter referred to as “Revised Accounting Standard 2022”), etc. from the beginning of the fiscal year ended March 31, 2025.

Application of Revised Accounting Standard 2022, etc. follows the transitional treatment prescribed in the proviso of paragraph 20-3 of the Revised Accounting Standard 2022 and the transitional treatment prescribed in the proviso (2) of paragraph 65-2 of “Implementation Guidance on Tax Effect Accounting” (ASBJ Guidance No. 28, October 28, 2022).

The retrospective application and the modification of retained earnings at the beginning of the fiscal year ended March 31, 2025 were not implemented because the effects of this change in accounting policy on the past period were immaterial. The effects of this change on the consolidated financial statements for the fiscal year ended March 31, 2025 were immaterial.

### 3. Revenue recognition

#### (1) Disaggregation of revenue

The Company and its consolidated subsidiaries derive revenue primarily from contracts with customers. The following table shows the disaggregation of revenue attributable to each reportable segment and its main products. Revenues from other sources are not material.

(Millions of yen)

	FY 2024 (From April 1, 2024 to March 31, 2025)
Environment and Energy segment	
Electric conductors	186,164
Power transmission wires, cables, equipment, work and engineering	308,746
Sumitomo Densetsu	203,639
Nissin Electric	154,632
Magnet wires and others	228,163
Subtotal	1,081,344
Infocommunications segment	
Optical fiber cables, telecommunication cables and equipment, fusion splicers	88,978
Optical and electronic devices	70,659
Access network equipment	40,036
Others	23,603
Subtotal	223,276
Automotive segment	
Wiring harnesses, car electronic components	2,097,264
Sumitomo Riko and others	637,466
Subtotal	2,734,730
Electronics segment	
Electronic wires	109,065
Flexible printed circuits	106,298
Electron beam irradiation products, fluorine resin products	25,097
Techno Associe	98,109
Others	38,679
Subtotal	377,248
Industrial Materials and Others segment	
Tensioning materials for prestressed concrete, precision spring steel wires, steel tire cord	109,884
Cemented carbide tools, diamond and CBN tools, laser optics	116,518
Sintered powder metal parts	81,868
A.L.M.T.	48,304
Others	16,093
Subtotal	372,667
Adjustments	(109,476)
Total	4,679,789

(2) Basic information for understanding revenues

Please refer to “1-3. Significant accounting policies (4) Basis for revenue and expense”.

(3) Information for understanding the amount of revenue from the current fiscal year onward

(a) Contract balances

The following table shows the balances of receivables from contracts with customers, contract assets and contract liabilities.

(Millions of yen)

	FY 2023 (As of March 31, 2024)	FY 2024 (As of March 31, 2025)
Receivables from contracts with customers	875,933	880,451
Contract assets	36,497	31,467
Contract liabilities	74,263	97,456

The increase in contract assets was caused mainly by revenue recognition and the decrease in contract assets was caused mainly by their transfer to trade receivables.

The increase in contract liabilities was caused mainly by the receipt of advances from customers and the decrease in contract liabilities was caused mainly by revenue recognition. Of the revenue recognized during the fiscal year ended March 31, 2025, ¥56,546 million was included in contract liabilities at the beginning of the fiscal year. And revenue recognized in relation to performance obligations satisfied or partially satisfied in past periods was not material.

(b) Transaction price allocated to remaining performance obligations

The following table shows the total amounts of transaction price allocated to the remaining performance obligations and the period when the revenues were expected to be recognized in the Environment and Energy segment. There were no significant amounts of consideration arising from contracts with customers that were not included in the transaction price.

In some consolidated subsidiaries, transactions with initial expected contract terms of less than one year were not included in the amounts below.

In some consolidated subsidiaries, the transaction price in a contract in which the schedule of installation was not determined as of the end of the fiscal year ended March 31, 2025, is classified by the timing for the completion of the installation.

The segments except Environment and Energy, which have contracts in which initial expected terms are mainly one year or less are not included in this disclosure.

(Millions of yen)

Environment and Energy segment	FY 2024 (As of March 31, 2025)
Within 1 year	299,124
Later than 1 year	291,507
Total	590,631

#### 4. Accounting estimate

(Large construction projects)

(1) Amount recorded in the consolidated financial statements for the current fiscal year

The amount of sales was ¥1,081,344 million and the amount of provisions for loss on orders received was ¥1,196 million in the Environment and Energy segment.

(2) Other information that contributes to the understanding of accounting estimates

In the Environment and Energy segment, the Company and its consolidated subsidiaries operate the business of design and construction such as electrical/power supply work, engineering and installation of products as well as the manufacture and sales of the products.

In the recognition of revenue for construction contracts when the performance obligation is satisfied over time, revenue is recognized over time based on the estimated progress towards the satisfaction of that performance obligation. If it is possible to measure the outcome of the performance obligation reasonably, the method used to estimate the progress towards the satisfaction of the performance obligation is the input method based on the ratio of the actual costs to the total estimated costs. If it is not possible to measure the outcome of the performance obligation reasonably, revenue is recognized only to the extent of actual costs incurred.

Regarding orders received for constructions where the total construction costs are more likely to exceed the total construction revenue at the end of the consolidated fiscal year and the amount can be reasonably estimated, the provision is recognized for losses expected to be incurred in the next consolidated fiscal year onward.

When estimating the total construction cost, the Company and its consolidated subsidiaries calculate the appropriate cost after considering the entire content of the work to be performed according to the customer's specifications, and review the estimate in a timely manner in response to any change in the situation after receiving the order. However, regarding long-term construction projects, such as projects for the installation of high-voltage direct current cables for interconnections among national and regional power electric utilities or remote island power transmission business, if additional costs are incurred and exceed the estimate as of the end of the consolidated fiscal year because of unexpected circumstances such as an extension of the construction period or an increase in man-hours due to other unforeseen changes in the content of the work, etc., progress of cost reduction activities, or additional costs due to soaring outsourcing costs and personnel expenses and exchange rate fluctuations, the profit and loss of the next consolidated fiscal year may be affected.

#### 5. Notes to Consolidated Balance Sheet

5-1. Assets pledged as collateral and liabilities secured by collateral

(1) Assets pledged as collateral

Property, plant and equipment	¥920 million
-------------------------------	--------------

(2) Liabilities secured by the above collateral

Short-term debt	¥562 million
-----------------	--------------

Long-term debt	¥196 million
----------------	--------------

5-2. Accumulated depreciation of property, plant and equipment ¥2,531,746 million

### 5-3. Guarantees

Debt guarantees and similar agreements	
Jiaxing SEI-Futong Optical Fiber Co., Ltd.	¥ 804 million
Daeheung SumiRiko Rubber Material (Yancheng) Co., Ltd.	¥ 515 million
Sumiden International Trading (Shanghai) Co., Ltd.	¥ 268 million
Employees	¥ 63 million
Others	¥ 238 million
Total	¥1,887 million

5-4. Notes receivable discounted	¥3,182 million
Notes receivable endorsed	¥ 11 million

### 5-5. Inventories

Merchandise and finished goods	¥326,285 million
Work in process	¥304,574 million
Raw materials and supplies	¥292,139 million

### 5-6. Other

The Company is in negotiations with some automakers for damages regarding violation of competition law in the Automotive segment.

## 6. Notes to Consolidated Statement of Income

- (1) The gain on return of assets from retirement benefit trust in extraordinary income resulted from amortization of unrecognized actuarial gains and losses related to the return of a portion of retirement benefit trust of the Company.
- (2) Restructuring expenses in extraordinary losses were related to the reorganization of the business locations to strengthen profitability and make the production structure in some businesses more efficient and the partial review of R&D themes in the Company.

## 7. Notes to Consolidated Statement of Changes in Net Assets

### 7-1. Type and number of shares issued and outstanding at the end of current fiscal year

Common stock                      793,940,571 shares

### 7-2. Dividend Information

#### (1) Dividends paid

Resolution	Type of shares	Total amount (Millions of yen)	Dividends per share (Yen)	Record date	Effective date	Resources of dividends
Shareholders' meeting on June 26, 2024	Common stock	40,564	52.00	March 31, 2024	June 27, 2024	Retained earnings
Board of Directors on November 1, 2024	Common stock	28,083	36.00	September 30, 2024	December 2, 2024	Retained earnings

(2) Dividends of which record date was in the current fiscal year and effective date will be in the next fiscal year

Resolution	Type of shares	Total amount (Millions of yen)	Dividends per share (Yen)	Record date	Effective date	Resources of dividends
Shareholders' meeting on June 26, 2025	Common stock	47,584	61.00	March 31, 2025	June 27, 2025	Retained earnings

## 8. Financial Instruments

### 8-1. Qualitative Information on Financial Instruments

The Company and its consolidated subsidiaries finance investment in equipment and operating capital for business mainly through borrowings from banks and the issuance of bonds and commercial papers in accordance with their cash flow planning.

Trade notes and accounts receivable are exposed to the credit risks of customers. The Company and its consolidated subsidiaries try to reduce and manage the risk according to their rules for credit control.

Operating receivables denominated in foreign currency are exposed to foreign exchange risks.

The Company and its consolidated subsidiaries hedge the risks using forward exchange contracts, etc., for the net position of foreign currency operating receivables and payables.

Securities and investment securities are mainly held to build and strengthen long-term and stable customer relationships and to facilitate business and technical customer partnerships and are exposed to market value fluctuation risks.

The main purpose of holding debt and issuing bonds and commercial papers is to secure financing for capital expenditure and working capital.

### 8-2. Fair Value of Financial Instruments

The carrying amounts and fair values of the financial instruments on the consolidated balance sheet as of March 31, 2025 are set forth in the table below.

Securities without market values (the carrying amount on the consolidated balance sheet is ¥130,668 million) are not included in "(1) Investment securities". Cash is omitted. In addition, time deposits, trade notes and account receivable, securities, trade notes and account payable, short-term debt and commercial papers are also omitted because their carrying amounts approximate the fair value because of the short maturity.

(Millions of yen)

	Carrying amount*	Fair value*	Difference
(1) Investment securities	474,065	532,221	58,156
(2) Bonds	(174,916)	(167,798)	(7,118)
(3) Long-term debt	(166,365)	(162,165)	(4,200)

\*Any item accounted for as a liability on the consolidated balance sheet is indicated in parentheses.

### 8-3. Breakdown of fair value of financial instruments by level

The fair values of financial instruments are categorized into three levels on the basis of the observability and the materiality of the valuation inputs used in fair value measurements.

Fair values of Level 1: Fair values measured by quoted prices for the assets or liabilities are given in active markets among observable valuation inputs

Fair values of Level 2: Fair values measured by inputs other than inputs included within Level 1 among observable valuation inputs

Fair values of Level 3: Fair values measured by unobservable valuation inputs

When several inputs that have significant impact on the fair value measurement are used and those inputs are categorized into different levels, the fair value is categorized into the lowest priority level for fair value measurement among the levels in which each of the inputs belongs.

#### (1) Financial instruments recorded at fair value in the consolidated balance sheet

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Investment securities				
Other securities				
Stocks	285,429	—	854	286,283
Bonds (other)	—	—	—	—
Other	—	—	—	—

## (2) Financial instruments other than those recorded at fair value in the consolidated balance sheet

(Millions of yen)

Category	Fair value			
	Level 1	Level 2	Level 3	Total
Investment securities				
Held-to-maturity debt securities				
Government bonds, Local government bonds	—	—	—	—
Bonds (other)	—	—	—	—
Investments in subsidiaries and affiliates				
Investments in affiliates	245,938	—	—	245,938
Bonds	—	167,798	—	167,798
Long-term debt	—	162,165	—	162,165

(Note) Explanation of valuation techniques and valuation inputs used in fair value measurements

## Investment securities

The fair value of listed shares is stated at the fair market value in active markets and is categorized as Level 1.

The fair value of unlisted shares is determined using valuation techniques based on market prices of comparable companies and others and is categorized as Level 3. In measuring the fair value of unlisted shares, unobservable inputs, such as valuation multiples, are used.

## Bonds

The fair value of bonds is stated at the fair market value and is categorized as Level 2.

## Long-term debt

The fair value of long-term debt is estimated based on the present value of future cash flows using appropriate current discount rates and is categorized as Level 2.

**9. Per Share Information**

Net assets per share	¥2,936.93
Earnings per share	¥ 248.47

## 10. Business combinations

Business combination resulting from acquisition

### (1) Overview of the business combination

#### (a) Name and business outline of the acquired company

Name of the acquired company: Südkabel GmbH

Business outline: High-voltage cables and cable accessories, and their installation services

#### (b) Primary reasons for the business combination

The Company has acquired the majority shareholding in Südkabel GmbH to manufacture the high voltage cables in Germany due to order received for HVDC projects from the transmission system operator in Germany.

#### (c) Date of the business combination

October 1, 2024

#### (d) Legal form of the business combination

Share acquisition by cash

#### (e) Name of the company after the business combination

Südkabel GmbH

#### (f) Percentage of voting rights acquired

90%

### (2) Period of operation of the acquired company included in the accompanying consolidated financial statements

From October 1, 2024, to December 31, 2024

The deemed acquisition date for the business combination was October 1, 2024, and the difference in the fiscal year end between the Company and the acquired company is three months.

### (3) Acquisition cost and breakdown

Acquisition price	¥11,122 million
Cost associated with acquisition	¥ 181 million
Total	<u>¥11,303 million</u>

### (4) Amount of goodwill recognized, the factors that make up the goodwill recognized and goodwill amortization method and period

#### (a) Amount of goodwill

¥15,017 million

#### (b) Factors that make up the goodwill recognized

Goodwill was recognized as the acquisition cost exceeded the net amount allocated to assets acquired and liabilities assumed.

#### (c) Goodwill amortization method and period

Straight-line amortization over 10 years

### (5) Amounts recognized as of the date of the business combination for each major class of assets acquired and liabilities assumed

Current assets	¥27,048 million
Non-current assets	¥ 578 million
Total assets	<u>¥27,626 million</u>
Current liabilities	¥27,072 million
Non-current liabilities	¥ 4,882 million
Total liabilities	<u>¥31,954 million</u>

### (6) Estimated impact and the calculation method on consolidated statement of income assuming the business combination was completed at the beginning of the fiscal year

The estimated impact is omitted due to immateriality on consolidated statement of income for the fiscal year ended March 31, 2025. This was not subject to audit certification.