

# Commencement of Tender Offer for SCSK Corporation

October 29, 2025



# Overview of the Tender Offer

- Implementation of a tender offer for the shares, etc. of SCSK Corporation by SC Investments Management Inc., a wholly-owned subsidiary of Sumitomo Corporation.

Items	Overview
Period for Purchase	From October 30, 2025 (Thursday) to December 12, 2025 (Friday) (30 business days)
Price for Purchase	5,700 yen per share
The Number of Shares to Be Purchased	154,701,633 shares (Minimum: 50,347,400 shares / No maximum limit)
Total Amount of Consideration	Approx. 882.0 billion yen

(Note) Based on the result of the Tender Offer, Sumitomo Corporation plans to implement a squeeze-out procedure and make SCSK Corporation a wholly-owned subsidiary

- Funds required for the Tender Offer will be procured through a bridge loan, which is planned to be subsequently refinanced with medium- to long-term bank borrowings or straight bonds. No equity financing is planned.
- As for the temporary increase in interest-bearing liabilities and the Net Debt to Equity Ratio resulting from the above, Sumitomo Corporation intends to reduce them to the current level by the end of FY 2028 at the latest, through measures such as accelerating asset replacement and implementing strategic investments with greater discipline.

# Vision for the Transaction and Sumitomo Corporation's Growth Strategy

# Shared Vision through the Transaction: Growth Leveraged by Strengths

- Aiming for dramatic growth by complementing each other's strengths and jointly leading the transformation of society and industry

Leading the transformation of society and industry

Growth of **Sumitomo Corporation**

Growth of **SCSK**

Integration of Net One Systems into the SCSK

2024

Establishment of Robust Management Foundation

2011 Merger of SCS and CSK

Strengths of Sumitomo Corporation

- Business frontlines, global network, and customer interface
- Issue capturing power, Business engineering power, and overseas business investments

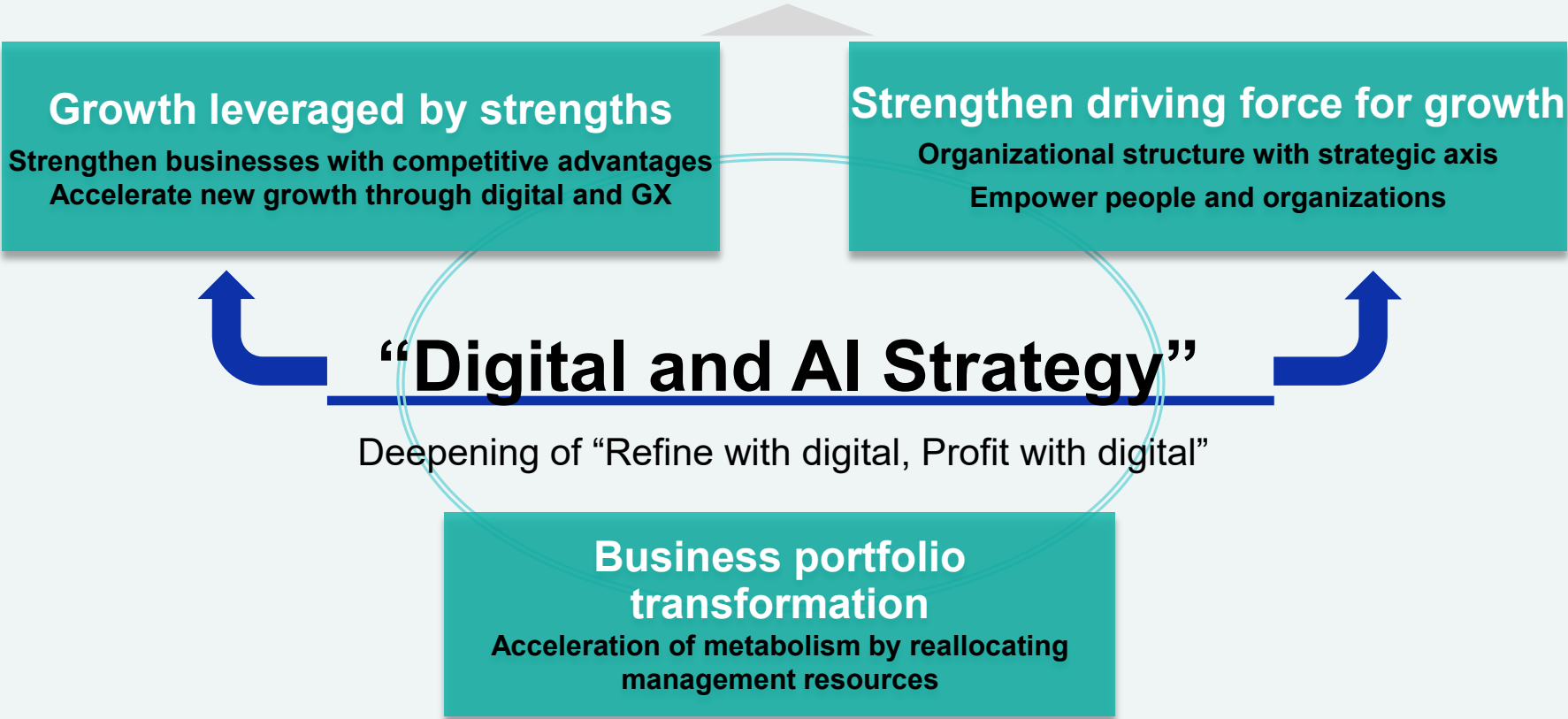
Strengths of SCSK Corporation

- Established robust management foundation (profits and revenue growth in 13 consecutive years)
- Differentiated position in the industry as a "Sler + Nler"

# Medium-Term Management Plan 2026: Accelerated growth driven by digital

## No.1 in Each Field

Enhance our competitive advantages to achieve growth through addressing social challenges



# The aim of “Digital and AI Strategy”

## Vision

**Lead the transformation of society and industry by leveraging Digital and AI in every business frontline**

## Concept

**【View challenges as opportunities and evolve toward new value creation】**

Redefining the value  
that customers truly seek



Redesign and rebuild from  
the perspective of Digital and AI

On-the-ground capabilities as an integrated  
trading company

*Sumitomo Corporation*



Digital solution

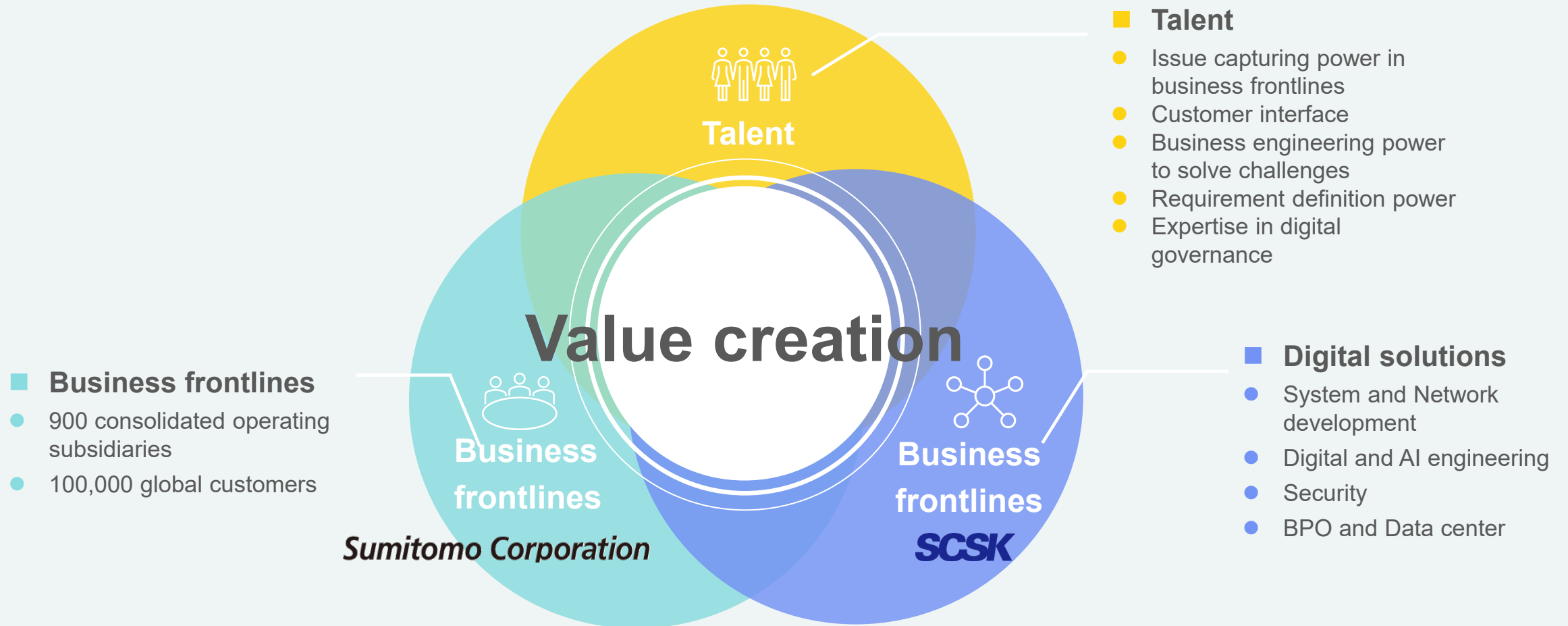
Insight Edge

**SCSK**  
SC Digital

**net one**

# Growth driver 【Strengthening the driving force for growth】

- Deepening and strengthening the digital solutions business, and driving value creation by integrating it with business frontlines and talent.





# The vision shaped by the “Digital and AI Strategy”

## Transformation across business frontlines around the world



### Energy balancing

Optimization of supply and demand across the entire energy value chain

### Prevention and preservation of social infrastructure

Providing efficient solutions leveraging digital technologies to address the shortage of human resources for maintenance and inspection of social infrastructure

### Contributing to the development and expansion of infrastructure and industrial foundations.

Contributing to the development and expansion of infrastructure and industrial foundations, including data centers, telecommunications infrastructure, power systems, and semiconductor-related areas

### Agricultural reform driven by IoT and AI utilization

Integrating and analyzing data on crops, soil, weather, and agricultural materials to achieve stable growth in agricultural production

### Providing new value through the utilization of consumer data

Integrating and analyzing customer data from supermarkets, drugstores, and other retailers through AI to deliver personalized services for individual consumers

### Supply chain transformation

Optimizing global industrial supply chains to stable supply

### Future city development

Energy optimization, promotion of residents' health management, and disaster prevention and mitigation, and other measures





Maximizing our competitive advantages and  
jointly leading the transformation of society and industry

