



February 14, 2024

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Notice Regarding the Formulation of the Medium-Term Management Plan

The Company hereby announces the completion of the formulation of the medium-term management plan, titled “Medium-Term Management Plan 2026,” which focuses on the three-year period from FY2024 to FY2026.

1. Subject Period

Three years from January 2024 to December 2026

2. Positioning of the Medium-Term Management Plan

We envision the Group's to-be state in 2030 as a company that supports an affluent society through core technologies, achieving the goal of CSV (Creating Shared Value). This Medium-Term Management Plan is formulated with a perspective of backcasting from the envisioned future state.

In the Medium-Term Management Plan 2026, we have established the development of a robust entity as a fundamental policy. We are committed to enhancing our corporate value by addressing the following key issues: improving earning capacity, increasing capital efficiency, and strengthening exploration in new business areas.

3. Financial Targets for FY2026 (Consolidated Basis)

Orders	Net sales	Operating profit	ROIC
JPY1,280 billion	JPY1,250 billion	JPY100 billion	8.0%

For details, please refer to the attached materials.

End

“Medium-Term Management Plan 2026”

“Medium-Term Management Plan 2023” Earnings Results/Investments; Targets and Actual Results

		Targets of “Medium-Term Management Plan 2026” (Revised in May 2022)	FY2021 Actual	FY2022 Actual (12 months)	FY2023 Actual
Earnings results	Orders	JPY1,070.0 billion	JPY1,075.3 billion	JPY1,164.8 billion	JPY1,008.7 billion
	Net sales	JPY1,050.0 billion	JPY 944.0 billion	JPY1,018.3 billion	JPY1,081.5 billion
	Operating profit	7.2% JPY76.0 billion	7.0% JPY65.7 billion	5.9% JPY60.0 billion	6.9% JPY74.4 billion
	ROIC	7.5% or more	7.3%	6.2%	7.0%
	(Ref.) ROE	8.0%	8.5%	3.0%	5.5%
Investments	Capital investment (3 years)	JPY117.0 billion	JPY111.2 billion		
	Research and development (3 years)	JPY68.0 billion	JPY32.2 billion	JPY36.5 billion *	JPY42.5 billion
			JPY64.0 billion		
			JPY21.8 billion	JPY17.4 billion *	JPY24.8 billion
	Currency exchange rate (US dollars)	¥ 120	¥ 112	¥ 133	¥ 139

* Results for 9 months

“Medium-Term Management Plan 2023” Summary and Future Issues

	Summary of “Medium-Term Management Plan 2023”	Issues to be addressed to fulfill “Medium-Term Management Plan 2026”
Financial targets	<ul style="list-style-type: none"> ■ The topline growth target was achieved and the semiconductor-related product business expanded ■ Operating profit was as planned but ROIC targets were not met 	<ul style="list-style-type: none"> ✓ Strengthen profitability by reinforcing existing businesses and fostering growth in highly profitable businesses
Investment-related	<ul style="list-style-type: none"> ■ Insufficient investment in growth sectors (semiconductor and electric control-related) ■ Profit contribution from previously acquired businesses has been experiencing a delay 	<ul style="list-style-type: none"> ✓ Concentrate investments on key areas (including M&A) ✓ Improve the M&A evaluation process
Enhancing corporate and social values	<ul style="list-style-type: none"> ■ The business portfolio started to undergo reshuffling, and a transition was made to a new segment-based framework ■ An organization was established to create new businesses ■ Carbon neutrality targets and a human rights policy were established, Human rights DD was initiated and diversity was promoted 	<ul style="list-style-type: none"> ✓ Establish ROIC targets for each segment, implement a growth strategy, and promote business portfolio reformation ✓ Develop a commercialization process and foster intrapreneurs ✓ Implement initiatives for achieving CO₂ reduction targets and execute a personnel strategy focused on human capital

Human rights DD: human rights due diligence

- Operating margins were almost in line with the target as a result of promoting price pass-on and other measures, although affected by a prolonged surge in material costs and increased fixed costs
- ROIC targets were not met due to the following factors: difficulties in procuring parts and materials resulting from supply chain disruptions; an increase in inventory assets driven by decreased production efficiency; and a rise in fixed assets due to investments aimed at increasing production, etc.

Our Ideal State in 2030

Purpose

Enhance society and those within it with compassion through our ownership and vision

Ideal state in 2030

A company that contributes to an affluent society through core technologies and realizes CSV

Financial targets for FY2030

Operating profit: JPY130.0 billion

ROIC: 10% or more

While strengthening the revenue bases for the existing businesses, achieve growth in the following **key investment areas** based on core technologies in the four segments, thereby aiming to **create new value and improve corporate value**

[Key investment areas]

- **Robotics/automation fields**
- **Semiconductor field**
- **Advanced medical equipment field**
- **Environment/energy fields**

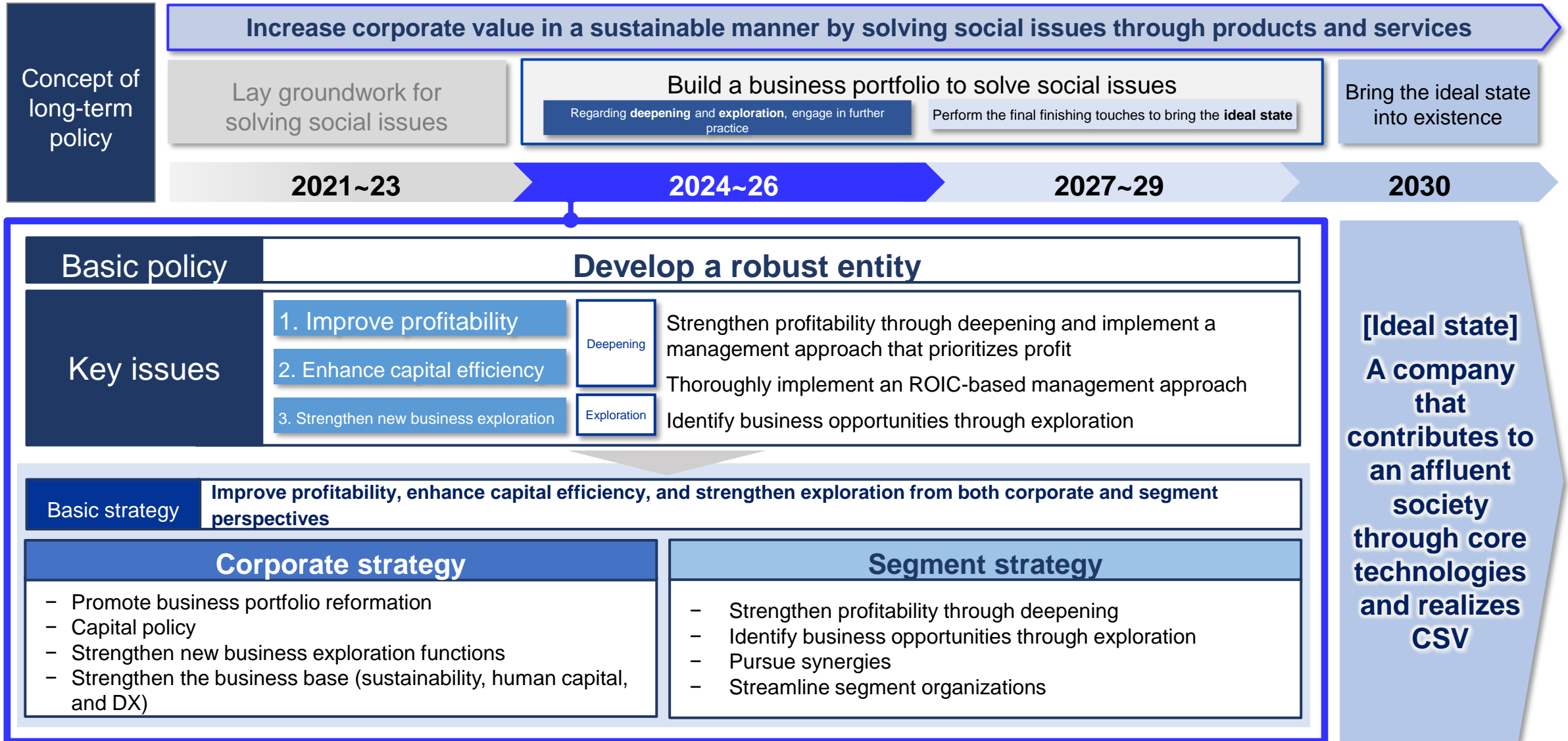
Material issues of sustainability

Non-financial targets for 2030

E	Reduce environmental Burden	CO ₂ emission reduction (compared to 2019) - At time of manufacturing products: -50% - At time of using products: -30%
S	Create better ways to live and work Prioritize employee safety, health, and Development Emphasize coexistence and co-prosperity with local communities Establish a sustainable supply chain	(Further advancement of automation technology) - Female manager ratio: more than 8% (on a consolidated basis in Japan) - Spending for social contribution activities : 1% of operating profit - Survey on high risk suppliers : 100%
G	Strengthen governance Ensure high product quality	- Ratio of female directors: 30% - Number of serious incidents related to products: 0

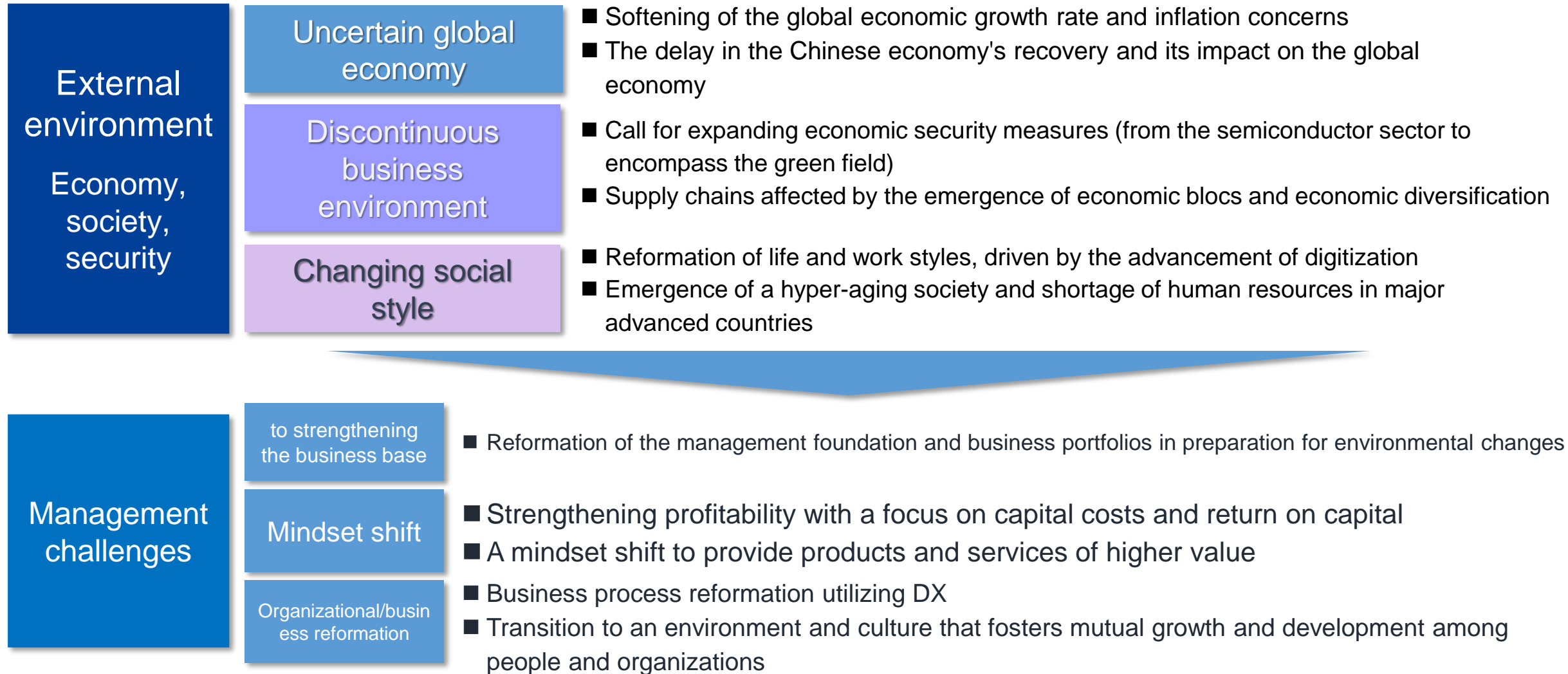
**Establish financial and non-financial targets to maximize our corporate and social values
The financial targets are set to achieve profitability that continuously surpasses capital costs**

Basic Policy and Key Framework of “Medium-Term Management Plan 2026”



“Medium-Term Management Plan 2026” Understanding of the External Environment and Management Challenges

An era marked by discontinuity and uncertainty, wherein existing growth strategies and business assumptions no longer apply



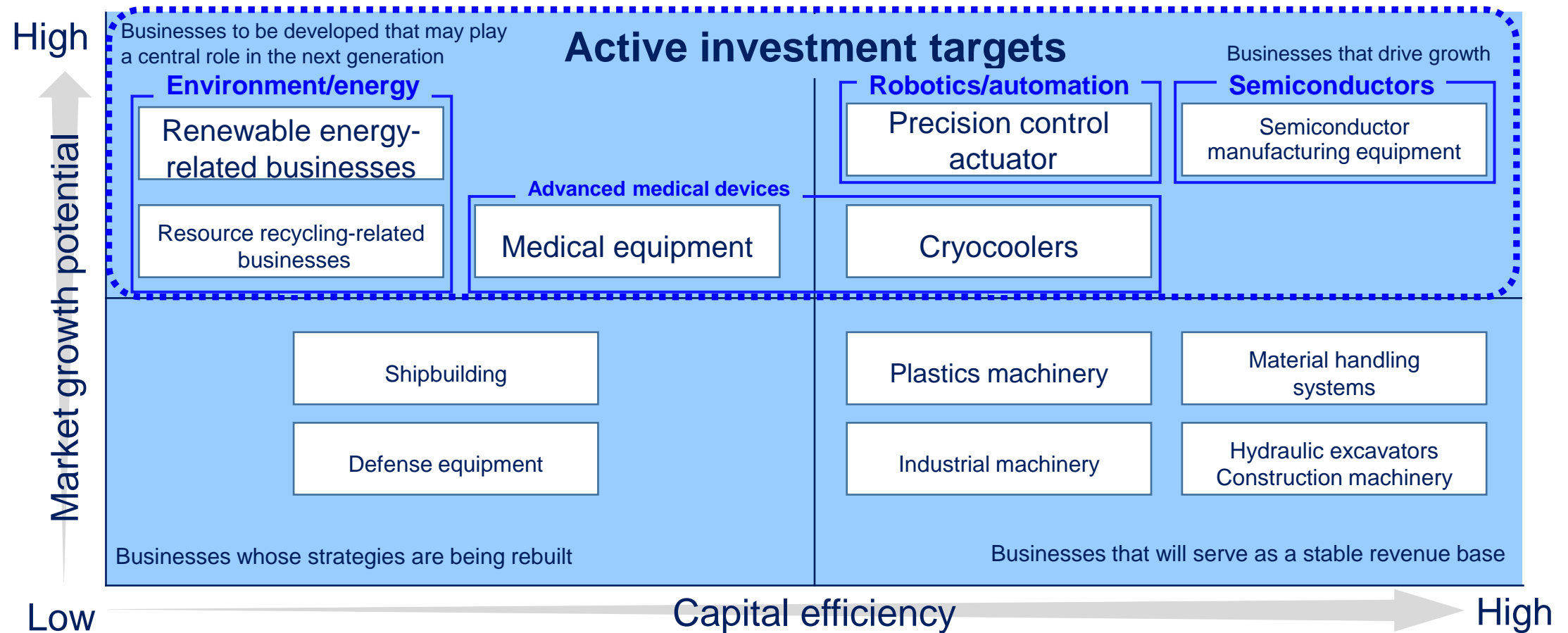
“Medium-Term Management Plan 2026” Earnings Results/Investments; Forecasts and Plans

		“Medium-Term Management Plan 2023” Actual	Forecast FY2024	“Medium-Term Management Plan 2026” Plans (targets for FY2026)
Earnings results	Orders	JPY1,008.7 billion	JPY1,120.0 billion	JPY1,280.0 billion
	Net sales	JPY1,081.5 billion	JPY1,110.0 billion	JPY1,250.0 billion
	Operating profit	6.9% JPY74.4 billion	6.3% JPY70.0 billion	8.0% JPY100.0 billion
	ROIC	7.0%	6.2%	8%
	(Ref.) ROE	5.5%	6.5%	10%
Investments	Capital investment (3 years)	JPY111.2 billion	JPY190.0 billion (including JPY80.0 billion allocated to key investment areas)	
	Research and development (3 years)	JPY64.0 billion	JPY90.0 billion (including JPY54.0 billion allocated to key investment areas)	
Currency exchange rate (US dollars)		JPY139	JPY135	

“Medium-Term Management Plan 2026” Forecasts and Plans by Segment

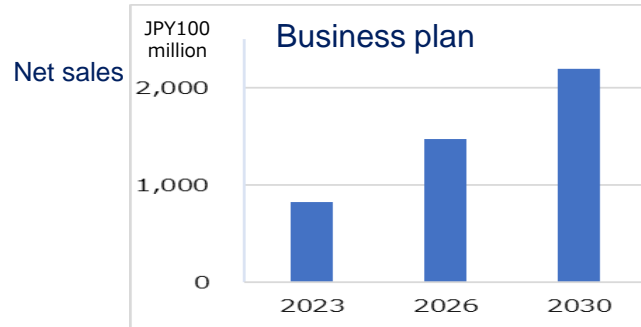
(Unit: JPY billion)	Actual FY2023				Forecast FY2024				Targets of “Medium-Term Management Plan 2026” Plans			
	Orders	Net sales	Operating profit	ROIC	Orders	Net sales	Operating profit	ROIC	Orders	Net sales	Operating profit	ROIC
Mechatronics	197.8	220.0	12.4	5.1%	221.0	213.0	10.0	4.2%	265.0	260.0	20.0	7.0%
plastics machinery	89.3	97.1			102.5	95.0			110.0	110.0		
Industrial Machinery	265.0	279.8	25.6	10.0%	287.0	285.0	26.0	9.6%	345.0	340.0	37.0	11.5%
hydraulic excavators	212.5	242.4			260.0	271.0			290.0	290.0		
Logistics & Construction	393.6	393.4	28.1	8.7%	419.0	428.0	31.5	10.2%	460.0	460.0	33.0	10.0%
Energy & Lifeline	146.3	182.2	6.3	4.1%	189.0	181.0	1.0	0.7%	210.0	190.0	10.0	6.0%
Others	1,008.7	1,081.5	74.4	7.0%	1,120.0	1,110.0	70.0	6.2%	1280.0	1250.0	100.0	8.0%

Corporate Strategy: Promoting Business Portfolio Reformation





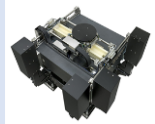



- Concentrate management resources on businesses in key investment areas with growth potential, thereby expanding our businesses
- Rebuild a strategy for businesses with low growth and low profitability

Corporate Strategy : Businesses Driving Growth (Strategies for the Semiconductor Field)



- Major issues**
1. Promote the development of next-generation models according to market expansion and changes (power semiconductors, SiC)
 2. Strengthen global presence and increase market share with existing customers
 3. Pursue business synergies (development of information sharing infrastructure, development coordination, production cooperation and service coordination) and promote the enhancement of organizational capabilities

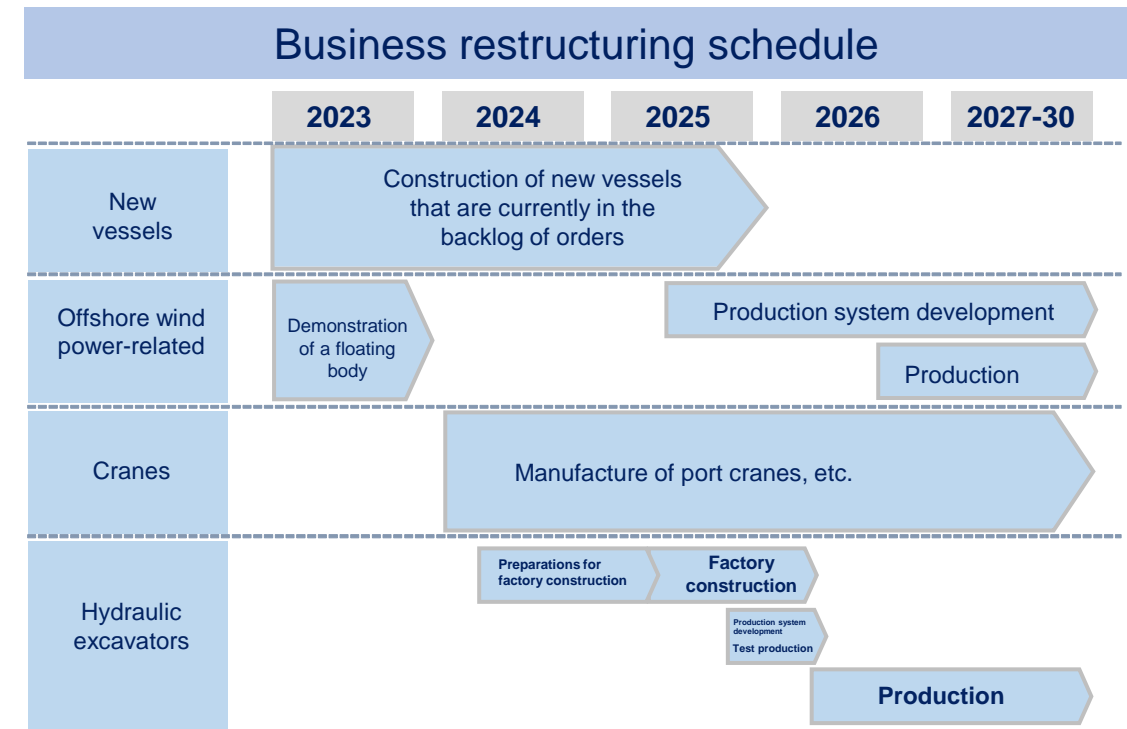
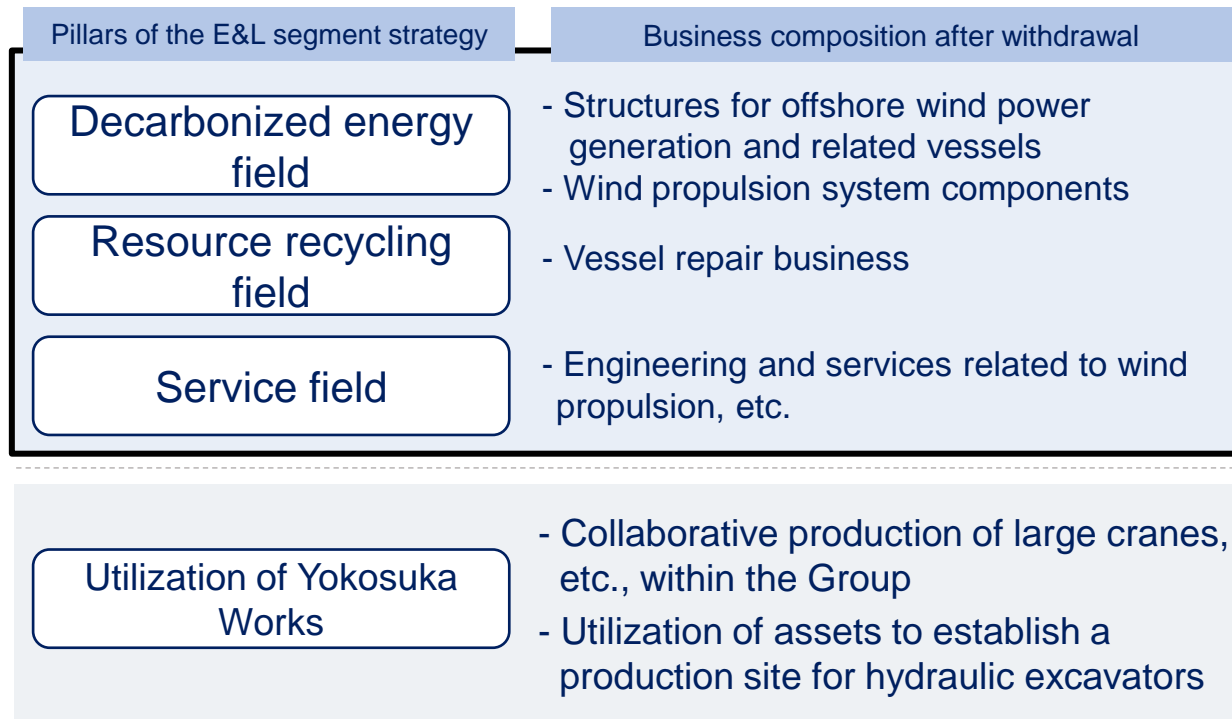
	Ion implanter	Laser annealing equipment	Superconducting magnet for MCZ, coating equipment, etc.	Cryopump	Precision positioning equipment	Vacuum robot
Current products						
Target	Power semiconductor image sensor memory, logic	Power semiconductor SiC ohmic contact IGBT reverse surface activation	Power semiconductor silicon wafer, etc.	Power semiconductor PVD equipment Ion implanter	Exposure device mask patterning device mask detection device wafer inspection device	Vacuum processing equipment
Basic strategy	<ul style="list-style-type: none"> - Develop new models for power semiconductors, etc. - Develop next-generation equipment 	<ul style="list-style-type: none"> - Explore new customers for power semiconductors in Japan and overseas - Develop next-generation models 	<ul style="list-style-type: none"> - Develop new models for power semiconductors, etc. - Develop next-generation equipment 	<ul style="list-style-type: none"> - Develop new models and explore new customers 	<ul style="list-style-type: none"> - Explore overseas customers - Develop next-generation high-precision and high-performance equipment 	<ul style="list-style-type: none"> - Increase market shares with customers - Strengthen production capacity
Strength	<ul style="list-style-type: none"> - A substantial global market share as a top manufacturer in Japan - Expansion of production capacity by a factor of two following the construction of a new facility 	<ul style="list-style-type: none"> - World-class sales record for laser annealing equipment used in power semiconductor production 	<ul style="list-style-type: none"> - Substantial market share in silicon wafer production - Numerous delivery records to two leading wafer manufacturers - Strengthened SC with materials manufacturers 	<ul style="list-style-type: none"> - Numerous delivery records to leading semiconductor production equipment manufacturers 	<ul style="list-style-type: none"> - High precision and high performance that are essential for next-generation semiconductor production equipment 	<ul style="list-style-type: none"> - The market share among leading semiconductor production equipment manufacturers is expanding

SC: supply chain Equipment Component

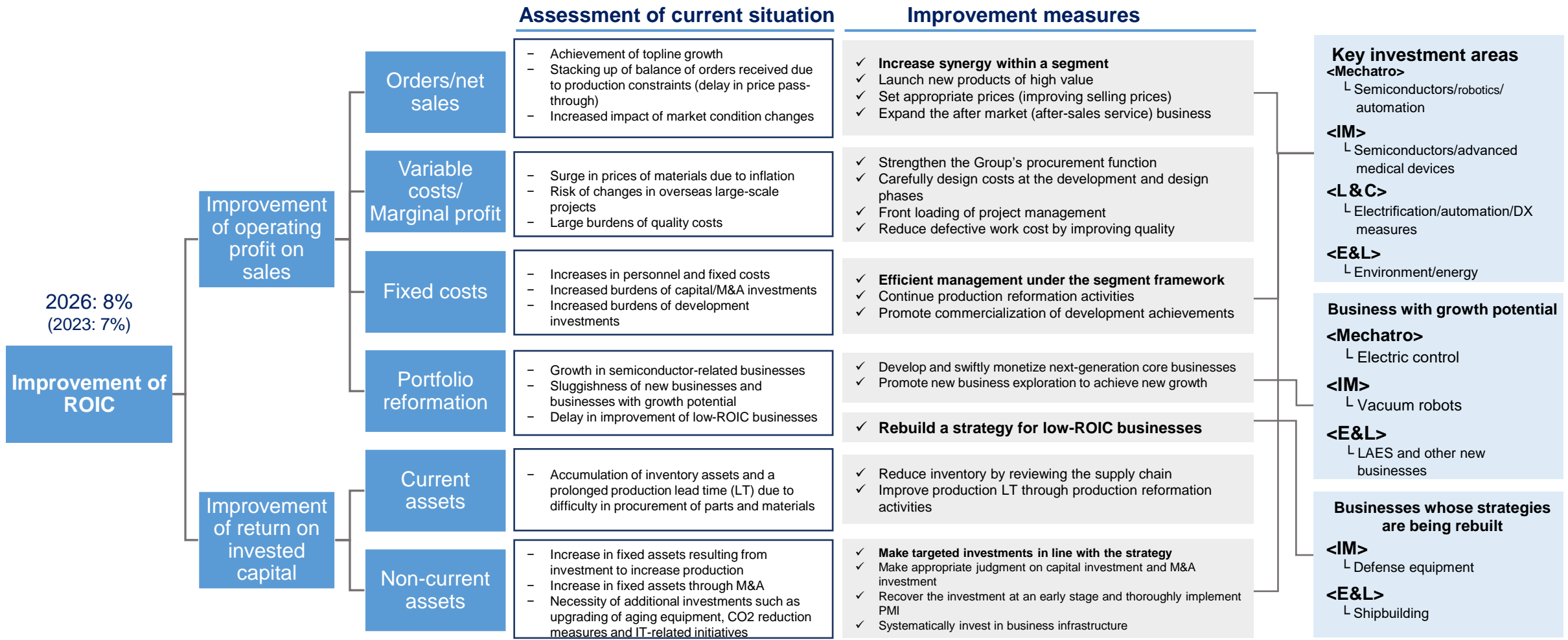
Corporate Strategy : Businesses Whose Strategies Need to Be Rebuilt (Restructuring of Shipbuilding Business)

Withdrawing from New Shipbuilding Business:

- Beginning in FY2024, we will no longer accept new orders for the construction of general commercial vessels. The business will be concluded by delivering the vessels currently in the backlog of orders
- Promote business restructuring in line with the strategy for the Energy & Lifeline segment



Corporate Strategy : Assessment of Current Situation and Improvement Measures to Increase Capital Efficiency



- Make significant investments in key areas and rebuild a strategy for low-ROIC businesses
 - Expand synergies and implement efficient management using the segment-based framework

Corporate Strategy: Capital Policy (Cash Flow Allocation)

- Strengthen cash flow generation by promoting ROIC improvement measures. Allocate cash to investments and shareholders by utilizing interest-bearing debts as well.
- Our basic policy for shareholder returns is to attain a DOE of 3.5% or higher, maintain a minimum dividend of JPY125, and ensure a total return ratio of 40% or more. During the MTMP26 period, we aim to deliver JPY80 billion in shareholder returns through consistent dividend distributions and treasury stock repurchases.
- For FY2024, we have decided to increase the per-share dividend forecast by JPY5 to JPY125 and repurchase JPY10 billion worth of treasury shares.
- During the MTMP26 period, we anticipate achieving a total return ratio of 50% or more by increasing the DOE to 3.5% or higher and consistently repurchasing treasury shares.

Cash in

<p>Operating cash flow (before deduction of research & development costs)</p> <p>JPY300.0 billion</p>	<ul style="list-style-type: none"> - Improve profitability Enhance cash flow generation - Reduce working capital Improving production lead time through production reformation activities - Restructure low-ROIC businesses
<p>Interest-bearing debts</p> <p>JPY60 billion</p>	<ul style="list-style-type: none"> - Utilize interest-bearing debts Utilizing interest-bearing debts to an extent that does not compromise sound financial conditions

Cash out

<p>Capital investment (including M&As)</p> <p>JPY190.0 billion</p>	<ul style="list-style-type: none"> - Investment in key areas: JPY80 billion Significant investments are made in robotics/automation, semiconductors, advanced medical devices and environment/energy fields.
<p>Research & development cost</p> <p>JPY90 billion</p>	<ul style="list-style-type: none"> - Investment in key areas: JPY54 billion Significant investments are made in robotics/automation, semiconductors, advanced medical devices and environment/energy fields.
<p>Shareholder returns</p> <p>JPY80 billion</p>	<ul style="list-style-type: none"> - Consistently distribute dividends commensurate with shareholders' equity DOE of 3.5% or higher The minimum dividend is JPY125/share - Repurchase treasury stock, taking the capital policy into consideration Total return ratio of 40% or more

Corporate Strategy: Strengthening the Business Base (Sustainability)

“Medium-Term Management Plan 2026” Basic Sustainability Policy

By strengthening measures to achieve SDGs and the Group’s goal of achieving carbon neutrality by 2050, as well as transforming risks associated with changes in the social environment into opportunities, we aim to enhance corporate value

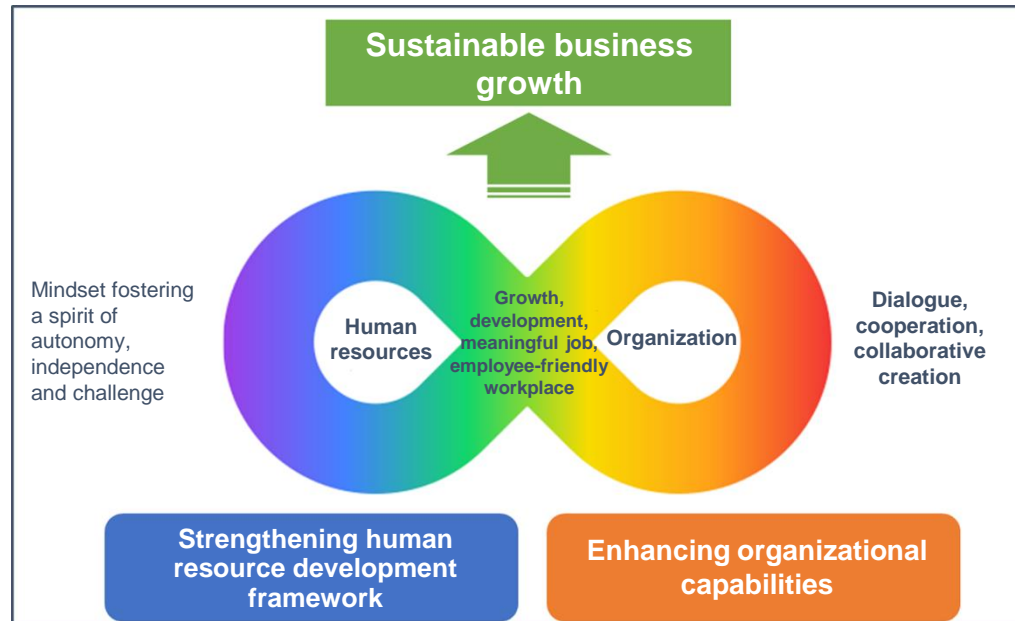
Category	Material issues	Actual 2023	Targets 2026	Details of “Medium-Term Management Plan 2026” initiatives
Issues of value creation	E Reduce environmental burden	CO ₂ emission reduction (compared to 2019) - At time of manufacturing products: +2% - At time of using products: -65% *Actual 2022	CO ₂ emission reduction (compared to 2019) - At time of manufacturing products: -35% - At time of using products: -50%	- Drafting reduction targets, investment plans and initiatives (ensuring consistency across segments/BUs) - Third-party verification (Initiating a feasibility study to obtain company-wide Cat. 1 CO ₂ data for Scope 3 emissions) - Study on addressing new issues such as biological diversity
	Create better ways to live and work	(Further advancement of automation technology)	(Further advancement of automation technology)	- Continue trial measurements to assess the value of reducing burdens at production sites through product use
Issues of strengthening the business base	S Prioritize employee safety, health, and development	- Female manager ratio: 2.1% (on a consolidated basis in Japan)	- Female manager ratio: 3.7% (on a consolidated basis in Japan)	- Human capital management, diversity (promotion of women’s advancement), healthy management (White 500, etc.)
	Emphasize coexistence and co-prosperity with local communities	- Spending for social contribution activities: JPY150 million	- Spending for social contribution activities: JPY200 million	- Promote policy-based activities and collaborate with communities and diverse stakeholders
	Establish a sustainable supply chain	- A trial run began	- Survey on high risk suppliers : 100%	- Human rights due diligence (Expand human rights initiatives in the supply chain)
	G Strengthen governance	- Number of female directors: 1	- Number of female directors: 2	- Strengthen the supervisory function of the board of Directors and promote diversity
	Ensure high product quality	- Number of serious incidents related to products: 0	- Number of serious incidents related to products: 0	- Implement reforms towards ISO effectiveness evaluation and enhance the governance function for product safety

Corporate Strategy: Strengthening the Business Base (Human Capital)

Human capital management

Recognizing that “Human resources are our greatest asset and the sustainable growth of a business is rooted in the growth and development of both individuals and organizations,” we position human resources at the core of management and business operations.

With regard to investments in human capital, we consistently prioritize strengthening our human resource development framework and organizational capabilities in particular, and strive to make a transition to an environment and culture that fosters mutual growth and development among people and organizations.



Key Issues for “Medium-Term Management Plan 2026”

Securing human resources

- Employment and retention of human resources [Employment plan] (3 years)
 - Human resources in key investment areas: roughly 500 persons
 - DX personnel (ICT personnel): roughly 50 persons
- Align aspirations of individuals with their placement and utilization

Strengthening human resource development framework

- Formulate development programs that are linked with business strategy
 - Establishment of a new human resource development center
 - Up-skilling and re-skilling
- Develop managerial human resources

Developing global human resources management framework

- Develop global human resources
- Utilize overseas human resources

Enhancing organizational capabilities

- Organizational development activities

Promoting diversity

- Strengthen the promotion of women’s advancement

Segment Strategy: Roles and Direction by Segment

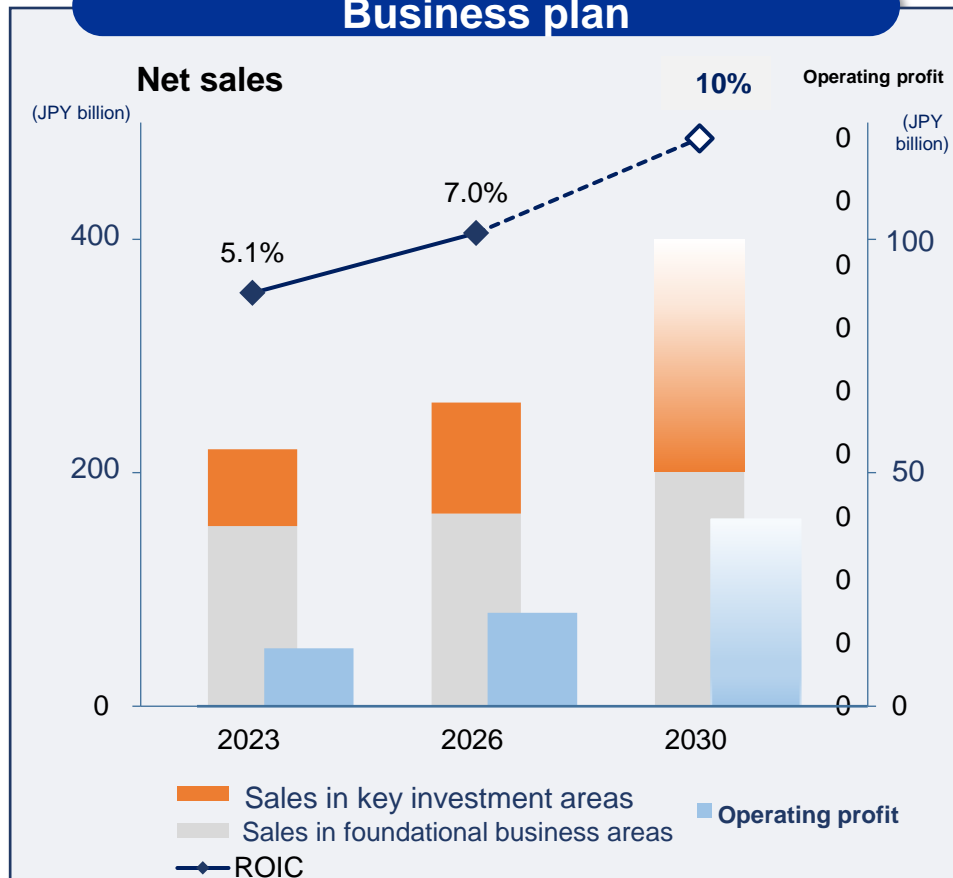
Segment	Role/Positioning	Direction to pursue	Key investment area
Mechatronics	Segment that drives growth with high profitability	<ul style="list-style-type: none"> - Active investment in the electric equipment control business - Growth in the semiconductor business - Boosting the rollout of electrically powered modules for robotics 	<ul style="list-style-type: none"> - Robotics/automation fields - Semiconductor field
Industrial Machinery		<ul style="list-style-type: none"> - Highly-profitable business entity that uses advanced technologies to respond to the global growth market and features an evolving portfolio - Growth in strategic business areas, such as semiconductor-related sectors and medical devices 	<ul style="list-style-type: none"> - Semiconductor field - Advanced medical equipment field
Logistics & Construction	Core segment that secures stable revenue	<ul style="list-style-type: none"> - Simultaneous realization of social value and corporate value through automation of logistics and construction machinery and minimization of labor and personnel - Product launch in a new market and development of new products through coordination between businesses - Development of products using new technologies, such as electrification and new components 	<ul style="list-style-type: none"> - Robotics/automation fields
Energy & Lifeline	Segment developed for future growth	<ul style="list-style-type: none"> - Creating a new business in the fields of decarbonized energy and resource recycling - Combining competence and synergy within a segment 	<ul style="list-style-type: none"> - Environment/energy fields

Segment Strategy: Mechatronics Segment

Ideal state
in 2030

Help society and customers solve problems through mechatronic innovation and drive solutions

Business plan



Strategic direction

(i) Growth in key investment areas

Robotics/automation fields

- In response to the growing demand for AGV/AMR, develop and expand the sales of electrically driven modules for robots
- Expand the sales of energy-saving and highly efficient inverter-mounted modules for HVAC applications

applications

Semiconductor field

■ Laser annealing equipment

- Expand global sales channels, and enhance production capacity and supply chains

■ Precision positioning equipment

- Accelerate the global rollout, establish assessment sites overseas and develop next-generation models

models

(ii) Enhancing the profitability of foundational business areas

- Enhance profitability by consolidating gear/motor specifications, and secure a stable revenue base
- Capture replacement and upgrade needs by expanding the install-based business

ROIC improvement points: ◆ Capture energy conservation needs and address demands related to environmental regulations

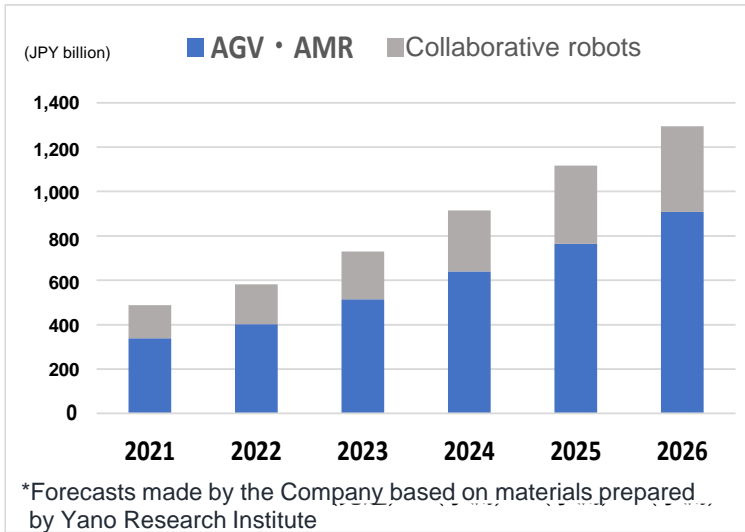
◆ Growth in semiconductor-related businesses

◆ Increase production efficiency by consolidating gear/motor specifications

◆ Improve profitability of motion control drives

Segment Strategy: Mechatronics Segment (Robotics, Automation)

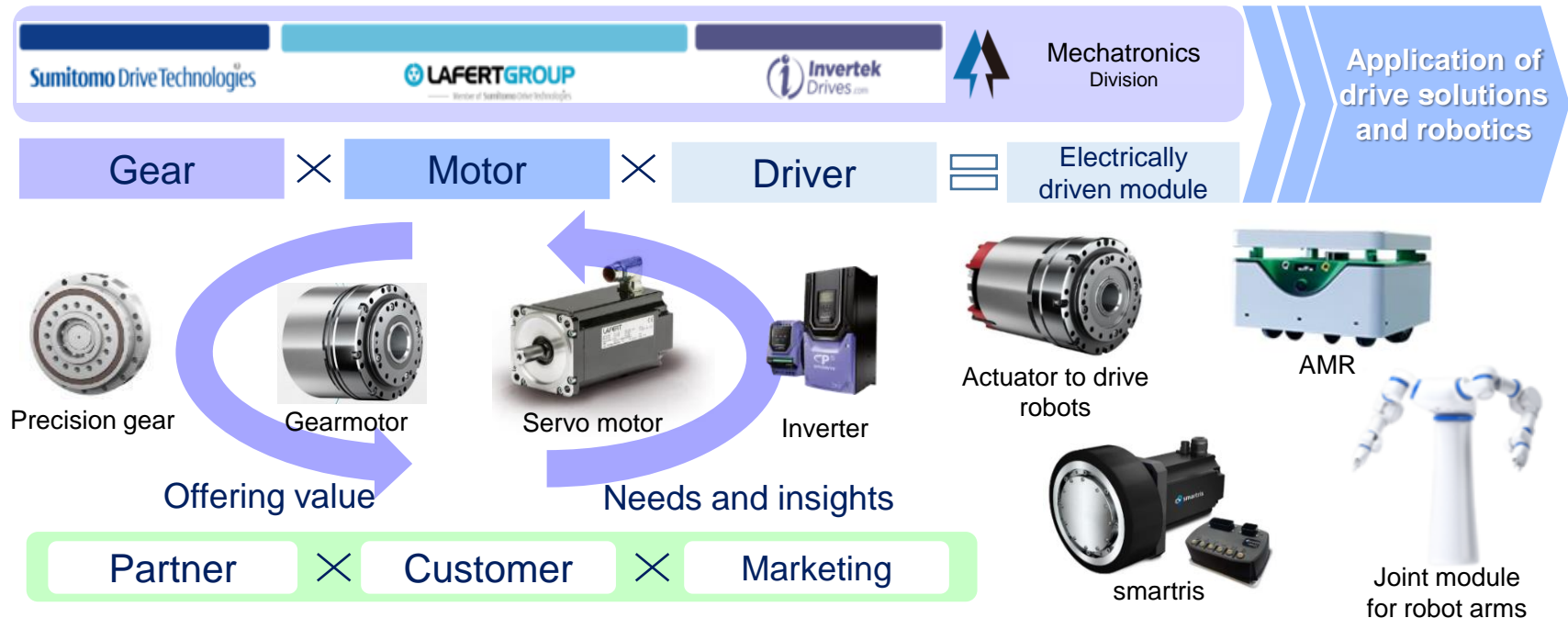
Market growth forecasts



Major investments aimed at fostering growth in electric control and robotics fields

- Enhancing UK-based Invertek’s production capacity: Sales expanded through investments related to energy conservation and environmental regulations
- Establishing a development site within UK-based Invertek:—Development of next-generation models and electrification technologies was promoted
- Improving Italy-based Lafert’s production capacity: — Profitability was improved by increasing efficiency、 ROIC improved

Developing and offering advanced electrically driven modules by leveraging collaborative solutions from PTC, Lafert, Invertek and Mechatro



Market needs

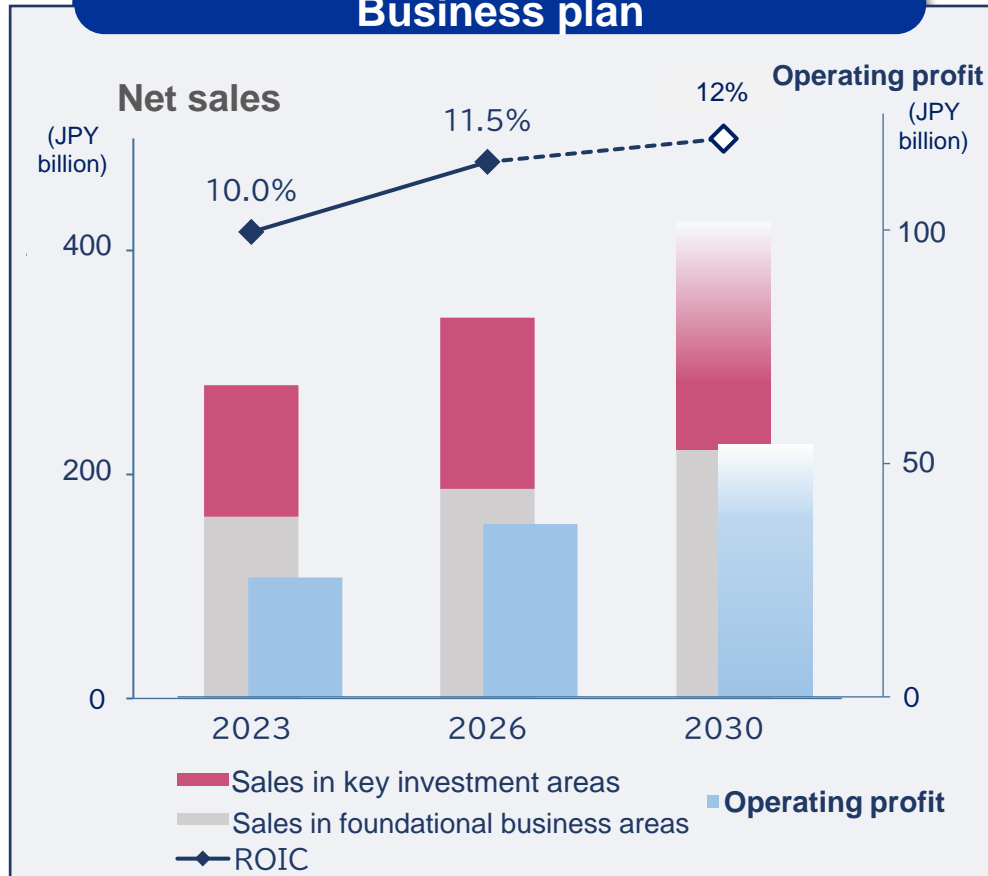
- Automation and electrification of logistics/material handling operations in which manpower tends to become insufficient
- Safety required for machines to collaborate in proximity to humans
- Usability that allows for easy operation without the need for specialized skills

Segment Strategy: Industrial Machinery Segment

**Ideal state
in 2030**

Highly profitable business entity that uses advanced technologies to respond to the global growth market and features an evolving portfolio

Business plan



Strategic direction

(i) Growth in key investment areas

Semiconductor field

- Enhance competitiveness by developing new products
- Expand global reach and enhance production capacity and supply chains

Advanced medical devices field

- Enhance competitiveness by introducing developed models to the market and leveraging the expanded range of indicated conditions
- Conduct development activities in the nuclear medicine field (such as internal therapy)

(ii) Enhancing the profitability of foundational business areas

- Enhance profitability through model portfolio reorganization
- Effectively utilize management resources (development, procurement and bases)

ROIC improvement points:

- ◆ Enhance competitiveness by focusing management resources on key investment areas such as semiconductors and advanced medical devices
- ◆ Growth in semiconductor-related businesses
- ◆ Enhance production capacity to drive growth

Segment Strategy: Industrial Machinery Segment (Advanced Medical Devices)

Market growth forecasts

- The aging of the population, the development of medical infrastructure in emerging economies, and the introduction of advanced medicine in developed countries will progress in the medium-to-long term
- The global demand for medical devices is projected to grow approximately 6% compared to 2022

Market needs

- **Maintain patients' QoL (Quality of Life)** by reducing their burdens
- **Expansion of sites with indicated conditions** in radiation therapy

Major investments aimed at fostering growth in advanced medical devices

- Medicine/semiconductors New clean shop
- Strengthen production capacity through factory expansion and secure human resources for development and O&M

Developing next-generation advanced therapy devices, nuclear medicine-related models and cryocoolers for MRI

● Proton/BNCT therapy devices

- Market expansion due to the broadening of sites with indicated cancer conditions
- Development of next-generation products
 - **Next-generation proton system**
 - **World's only approved medical device (BNCT)**



Proton therapy system



BNCT therapy system

● Nuclear medicine model

- Increased demand for PET resulting from the development of new drugs
- Development toward expanded application of internal therapy (RI)



Cyclotrons for PET



Cyclotrons for internal therapy

● Cryocoolers for MRI

- Helium (He) conservation needs (shifts in customer demand caused by a surge in He prices and supply challenges); energy conservation needs
- Development of He conservation solutions for MRI equipment, etc.



Cryocoolers

Segment Strategy: Logistics & Construction Segment

**Ideal state
in 2030**

Business group leveraging technological innovation to construct social infrastructure using people- and environmentally friendly logistics and construction machinery

Business plan



Strategic direction

(i) Growth in key investment areas Robotics/automation fields

■ Development strategy

- Establish a development system for the segment, and focus on development of advanced elemental technologies, such as electrification, automation, DX and other universally applied technologies
- Promote the exploration of new models through collaborative development

(ii) Enhancing the profitability of foundational business areas

■ Marketing & sales strategy

- Securing revenue in advanced markets including Japan, the US and Europe
- US: Sales collaboration led by LBC with the participation of HSC and SHI-MH
- Europe: Establish a foothold by setting up a sales base in collaboration with the crane business

■ Production strategy

- Utilize production bases in 4 Japanese locations (including newly added Yokosuka Works) and 3 overseas locations to develop an optimum production system that can flexibly respond to changes in the global market
- Enhance quality assurance efforts to maintain our brand's high reliability

ROIC improvement points: ◇ Increase revenue in advanced countries
◇ Enhance after-sales service

Segment Strategy: Logistics & Construction Segment (Automation)

Major development issue	Model	Development background and direction
(i) Electrification	<ul style="list-style-type: none"> Construction machinery (Hydraulic excavators and construction cranes) 	<ul style="list-style-type: none"> There will be a growing demand that requires construction machinery businesses to solve social issues, such as carbon neutrality and energy conservation. We are advancing the development of electrified hydraulic excavators, cranes, etc., leveraging the Group's expertise and technology in hydraulic machinery control. Sumitomo Construction Machinery has established an electrification promotion office to enhance its development system. ⇒ Focus not only on achieving carbon neutrality but also on harnessing a wide range of electric/hydraulic controls enabled by electrification, strive to enhance operability and high production efficiency, for which we have already gained a strong reputation, and aim for product differentiation.
(ii) Remote control and automation	<ul style="list-style-type: none"> Logistics machinery (Logistics warehouses, material handling cranes) Construction machinery (Hydraulic excavators and construction cranes) 	<ul style="list-style-type: none"> Remote control and automation technologies driven by logistics warehouses and material handling cranes will be widely adopted by construction machinery businesses in order to solve social issues, such as “work style reform” and the “shortage of operators.” ⇒ Our logistics machinery has strengths such as “motion control,” “surrounding environment recognition” and “logistics/production efficiency optimization.” The “motion control” and “surrounding environment recognition” functions will be integrated into our construction machinery.

High-density automatic warehouse (products) & AGF (products)



AGF = Automated Guided Forklift (Unmanned material handling forklift)
 Magic Rack is a registered trademark for a high-density automatic warehouse

Remotely controlled automated RTG (products) & hybrid RTG (products)



RTG = Rubber Tired Gantry crane (Gate-type crane using tires)

Prototype electric hydraulic excavator



Prototype electric construction crane



Remotely controlled, autonomous prototype hydraulic excavator



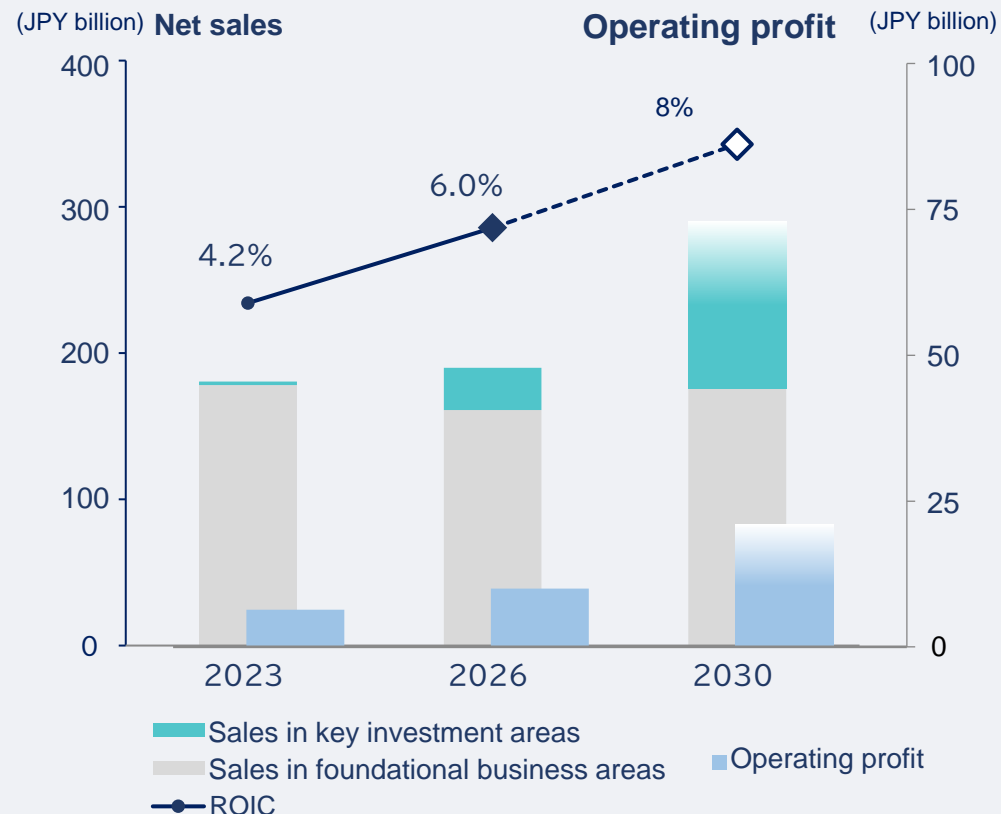
The machine will automatically determine the loaded amount on the dump truck and level it.

Segment Strategy: Energy & Lifeline Segment

**Ideal state
in 2030**

Solution provider in the decarbonized energy and resource recycling fields, built on the foundations of (1) carbon neutrality business (2) renewable energy business

Business plan



Strategic direction

(i) Growth in key investment areas [New business]

Environment/energy fields

(1) Carbon neutrality business

- Biomass power generation and the production of sustainable fuels (such as SAF) using biomass as raw materials
- Development of carbon-negative technologies, such as CO₂ recovery and recycling

(2) Renewable energy promotion business

- System stabilization using liquified air energy storage facilities
- Commercialization and mass production of base structures for offshore wind power generation

(ii) Enhancing the profitability of foundational business areas [Existing business]

■ Strengthening service coordination

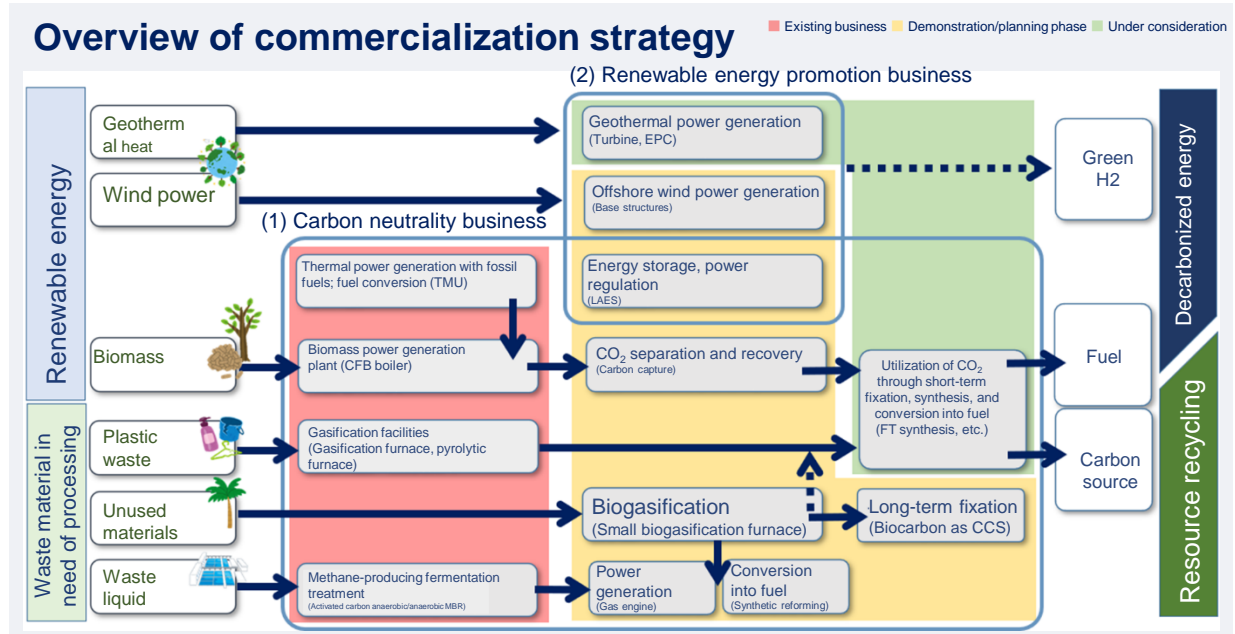
- Enhancing functions, refining proposal menus, and promoting coordination within the segment

■ Thoroughly managing project profitability

- ROIC improvement points:**
- ◇ Increase profits by enhancing after-sales service
 - ◇ Foster next-generation core businesses and accelerate commercialization in the decarbonized energy and resource recycling fields

Segment Strategy: Energy & Lifeline Segment (Environment/Energy)

Major strategic issues		Direction of business development	Investment item
(1) Carbon neutrality business	CCU	<ul style="list-style-type: none"> Demonstrate green CO₂ recovery technology from biomass power generation facilities and develop CO₂ utilization technology 	Pilot facilities, demonstration systems, production equipment, etc.
	Gasification	<ul style="list-style-type: none"> Engage in supply chains for sustainable fuels (such as SAF) and establish a collaborative system 	
(2) Renewable energy promotion business	LAES	<ul style="list-style-type: none"> Optimize aggregation operations through commercial demonstration Develop businesses for large-capacity electricity storage facilities for systems 	
	Offshore wind power generation (Base structures)	<ul style="list-style-type: none"> Strengthen the production system including coordination between Yokosuka Works and Ehime Works (Saijo Factory) 	



Highview Power Liquid Air Energy Storage System (LAES) that supports the utilization of renewable energy as the primary power supply source

Currently constructing a demonstration plant in partnership with Hiroshima Gas Co., Ltd.

FT synthesis

(Joint development by Technology Research Center and Energy & Environment Group)

Our process for carbon neutral fuels

$$nCO + (n+m/2)H_2 \rightarrow C_nH_m + nH_2O$$

$$nCO_2 + (2n+m/2)H_2 \rightarrow C_nH_m + 2nH_2O$$

Developing an FT synthesis process (Fischer-Tropsch Process) that generates sulfur-free liquid fuel with a high cetane value by exposing a catalyst to synthetic gas (CO and H₂) containing CO₂

Currently under development with support from Gunma Industrial Technology Center



All forward-looking statements regarding the company's future performance are based on information currently available to Sumitomo Heavy Industries and determined subjectively. Future performance is not guaranteed and all information related to future performance contained herein is subject to changes in business environments.