

Financial Summary for FY2023, Performance Forecast for FY2024 and “Medium-Term Management Plan 2026”

2024/2/14

 Sumitomo Heavy Industries, Ltd.

President Shinji Shimomura

I N D E X

01

Financial Summary for FY2023
Performance Forecast for FY2024

02

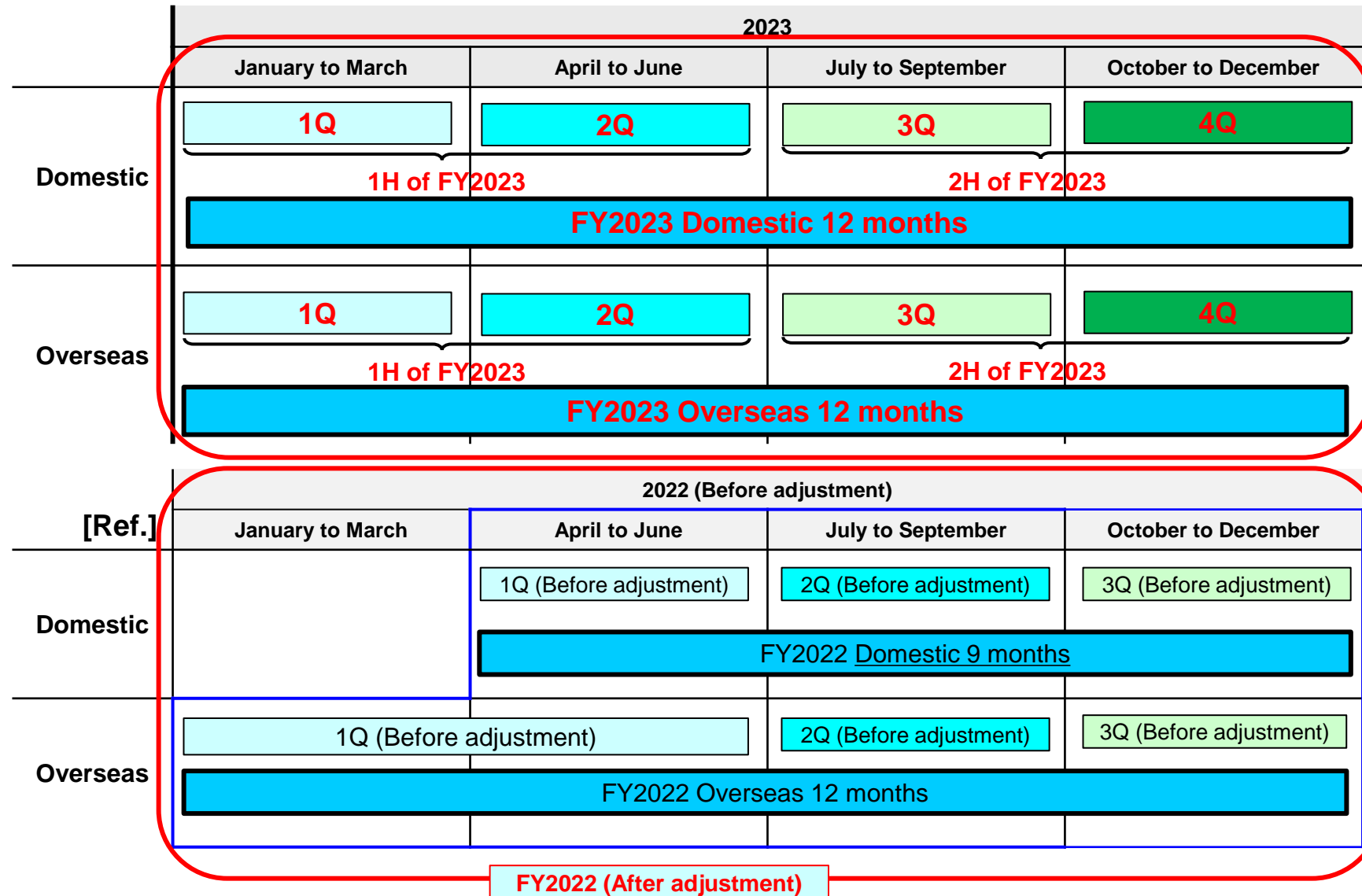
“Medium-Term Management Plan 2026”
(MTMP26)

01

Financial Summary for FY2023 Performance Forecast for FY2024

01

Change in Fiscal Year End of FY 2022 (Financial Year End)



01

Financial Summary for FY2023

**Actual
FY2023**

/Same period of
previous fiscal year
(after adjustment),
(change)

Orders : JPY1,008.7 billion / 1,164.8 billion (156.2) billion

Net sales : JPY1,081.5 billion / 1,018.3billion 63.3 billion

Operating profit : JPY74.4 billion / 60.0 billion 14.4 billion

**Year-on-year
comparison**

- Market environment : Softened in general, although some markets were strong in Japan. While there was strong demand from North America, a slowdown continued in Europe and China.
- Orders : Decreased due to a drop in demand for semiconductor-related products and a reduction in energy-related projects.
- Net sales : Increased year on year because the order backlog led to sales increases in segments excluding Energy & Lifeline although a reduction was observed due to a difference in construction work progress in Energy & Lifeline.
- Operating profit : Increased year over year, driven by higher sales in Mechatronics and Logistics & Construction and foreign exchange gains.

01

Financial Summary for FY2023

	FY2022 (12 months) Actual	FY2023		Change	
		Latest forecast (August 2023)	Actual	Year-on-year change	Comparison with latest forecast (August 2023)
Unit: JPY billion					
Orders	1,164.8	1,055.0	1,008.7	(156.2)	(46.3)
Net sales	1,018.3	1,075.0	1,081.5	63.3	6.5
Operating profit	60.0	64.0	74.4	14.4	10.4
Operating profit ratio	5.9%	6.0%	6.9%	-	-
Ordinary profit	58.8	60.0	70.2	11.4	10.2
Ordinary profit ratio	5.8%	5.7%	6.5%	-	-
Extraordinary loss	(27.6)	(2.0)	(18.8)	8.8	(16.8)
Current profit	16.3	38.0	32.7	16.5	(5.3)
Current profit ratio	1.6%	3.6%	3.0%	-	-
Dividend per share	JPY90	JPY120	JPY120	-	-
Dividend payout ratio	* 190.8%	38.7%	44.9%	-	-
ROIC (after Tax)	* 6.2%	6.0%	7.0%	-	-
[Ref.] ROE	3.0%	6.5%	5.5%	-	-
Currency exchange rate (US dollars)	¥133	¥130	¥139	-	-

* Results for 9 months

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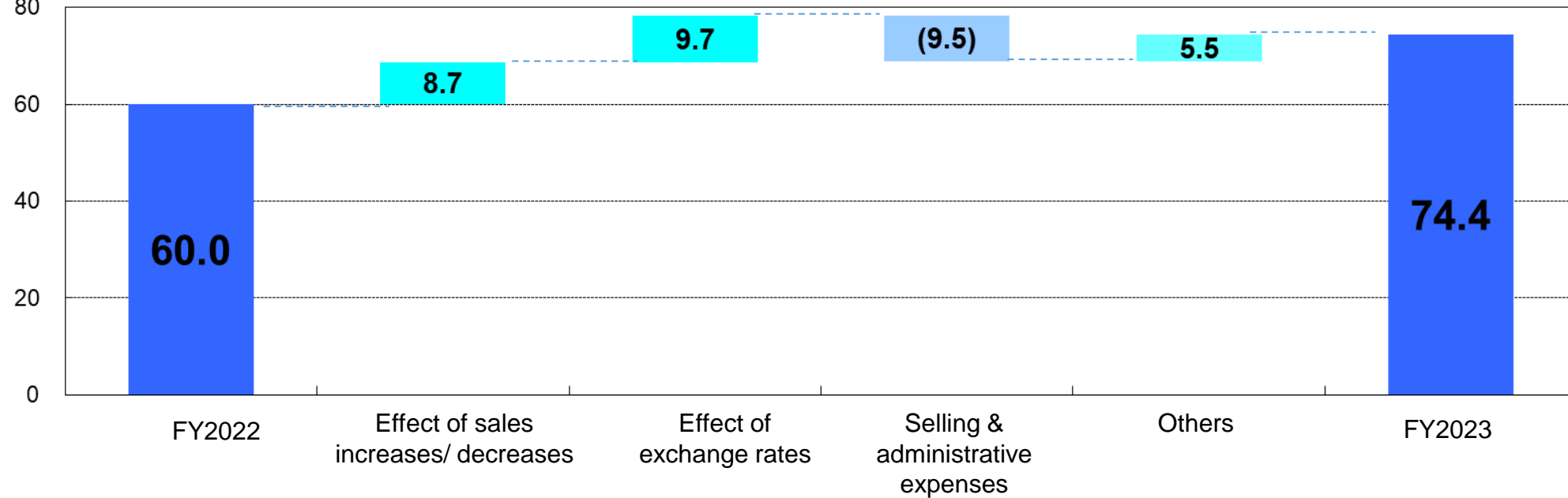
Performance by Segment for FY2023

	Orders			Net sales			Operating profit				
	FY2022 Actual	FY2023 Actual	Change	FY2022 Actual	FY2023 Actual	Change	FY2022 Actual /Operating profit ratio (%)		FY2023 Actual /Operating profit ratio (%)		Change
Unit: JPY billion											
Mechatronics	220.6	197.8	(22.8)	197.9	220.0	22.1	9.2	4.6	12.4	5.6	3.2
(Plastics machinery)	107.1	89.3	(17.7)	106.5	97.1	(9.5)					
(Others)	221.0	175.6	(45.4)	157.8	182.8	25.0					
Industrial Machinery	328.1	265.0	(63.1)	264.3	279.8	15.6	26.5	10.0	25.6	9.1	(0.9)
(Hydraulic excavators)	255.8	212.5	(43.2)	211.4	242.4	31.0					
(Others)	160.2	181.1	20.8	145.8	151.0	5.2					
Logistics & Construction	416.0	393.6	(22.4)	357.2	393.4	36.3	16.6	4.6	28.1	7.1	11.6
Energy & Lifeline	194.2	146.3	(47.9)	193.4	182.2	(11.2)	5.6	2.9	6.3	3.5	0.7
Others	6.0	6.0	0.0	5.6	6.1	0.5	2.1	-	1.9	-	(0.2)
Total	1,164.8	1,008.7	(156.2)	1,018.3	1,081.5	63.3	60.0	5.9	74.4	6.9	14.4

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Analysis of Changes in Operating Profit for FY2023

Unit: JPY billion



<Effect of changes in sales by segment>

Unit: JPY billion

Mechatronics	3.1
Industrial Machinery	2.1
Logistics & Construction	6.0
Energy & Lifeline	(2.5)

<Selling & administrative expenses>

- Costs related to personnel and the resumption of economic activities increased.

<Others>

- Difference between the effect of price increases of raw materials and procured products and the effect of improvement through cost pass-through: increase of JPY6.0 billion
- Improvement in profit margins for individual energy plant projects in Europe: increase of JPY 3.0 billion
- Deterioration in business performance of other departments: decrease of JPY3.0 billion, etc.

01

Consolidated Balance Sheet

■ **Inventory assets:** Increased as a result of expanding sales scale.

Unit: JPY billion	December 2022	December 2023	Change
Current Assets	711.4	748.3	36.9
Cash and deposits	97.5	104.5	7.0
Notes and accounts receivable	300.3	289.9	(10.4)
Inventories	275.5	321.1	45.6
Others	38.1	32.9	(5.2)
Non-current Assets	437.5	452.6	15.1
Property, plant and equipment	320.1	330.0	9.9
Intangible assets	56.6	45.6	(11.0)
Investments and other assets	60.8	77.0	16.2
Total	1,148.9	1,200.9	52.0

■ **Net assets :** Shareholders' equity (retained earnings) increased by JPY20.0 billion.
Of accumulated other comprehensive income, foreign currency translation adjustments increased by JPY21.6 billion due to the weaker yen.

Unit: JPY billion	December 2022	December 2023	Change
Liabilities	571.9	573.4	1.4
Notes and accounts payable - trade	186.3	180.8	(5.5)
Interest-bearing debts	160.8	162.2	1.5
Others	224.9	230.3	5.4
Net Assets	576.9	627.5	50.5
Shareholders' equity	468.5	488.5	20.0
Accumulated other comprehensive income	100.8	131.3	30.5
Non-controlling interests	7.7	7.7	0
Total liabilities and net assets	1,148.9	1,200.9	52.0
Net interest-bearing debts ratio	5.5%	4.8%	(0.7%)
Shareholders' equity ratio	49.5%	51.6%	2.1%

01

Consolidated Cash Flows Statement

Unit: JPY billion

Item	FY2023
Operating Activities	65.4
Profit before income taxes	51.4
Depreciation & amortization	36.4
Working capital	(45.4)
Other (such as taxes)	23.0
Investing Activities	(43.3)
(Free Cash Flows)	22.1
Financing Activities	(17.2)
Net increase (decrease) in cash and cash equivalents	6.5
Cash and cash equivalents at the end of the period	100.2

■ Cash flows from operating activities:

Inventories increased although notes and accounts receivable decreased.

■ Cash flows from investing activities:

High-level investment continued to be made.

	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Free cash flow (JPY billion)	0.2	(21.5)	20.4	12.0	(15.9)	22.1
Debt repayment term (years)	1.3	3.4	1.9	1.8	7.5	2.5
Interest coverage ratio (times)	51.2	30.5	66.2	81.8	20.0	27.1

01

Performance Forecast for FY2024

Forecast FY2024	<p>Orders : JPY1,120.0 billion</p> <hr/> <p>Net sales: JPY1,110.0 billion</p> <hr/> <p>Operating profit: JPY70.0 billion / Current profit: JPY41.0 billion</p>
Year-on-year comparison	<ul style="list-style-type: none"> - Orders :Will increase due to a higher number of energy-related projects, customer completion of inventory adjustments and a recovery in demand for semiconductor-related products. - Net sales :Will increase due to the completion of a substantial backlog of orders, mainly in Logistics & Construction. - Operating profit :Will decrease due to investments in large-scale development projects and the impact of exchange rates, despite the growth in sales.
Topics and market condition recognition	<ul style="list-style-type: none"> ■ Market conditions are expected to gradually recover in Japan. While demand from North America is expected to be strong, there will be weak demand from China and Europe, accompanied by signs of uncertainty regarding the economic outlook. ■ Prices of some procured goods are expected to continue rising. However, we anticipate a certain improvement in profitability due to the progress of price pass-on measures. ■ Supply chain disruptions will eventually cease, but their effects will linger on some models. ■ There are risk factors, such as geopolitical risks, inflation trends in each country and fluctuations in the foreign exchange market.

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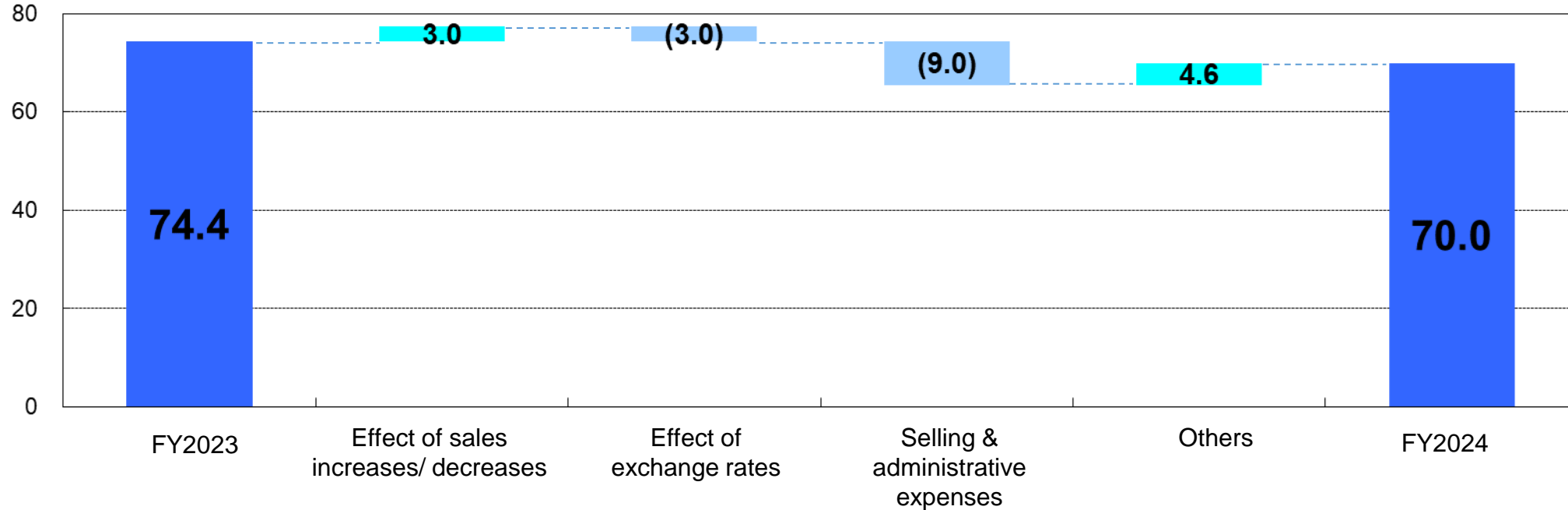
Performance Forecast for FY2024

Unit: JPY billion	Actual FY2023 (2023.1-2023.12)	Forecast FY2024 (2024.1-2024.12)	Year-on-year change
Orders	1,008.7	1,120.0	111.3
Net sales	1,081.5	1,110.0	28.5
Operating profit	74.4	70.0	(4.4)
Operating profit ratio	6.9%	6.3%	-
Ordinary profit	70.2	66.0	(4.2)
Ordinary profit ratio	6.5%	5.9%	-
Extraordinary loss	(18.8)	(5.0)	13.8
Current profit	32.7	41.0	8.3
Current profit ratio	3.0%	3.7%	-
Dividend per share	JPY120	JPY125	-
Total return ratio	44.9%	61.7%	-
ROIC (after Tax)	7.0%	6.2%	-
[Ref.] ROE	5.5%	6.5%	-
Currency exchange rate (US dollars)	¥139	¥135	-

01

Analysis of Changes in Operating Profit for FY2023/2024

Unit: JPY billion



<Effect of sales increases by segment>

Unit: JPY billion

Mechatronics	(1.0)
Industrial Machinery	1.0
Logistics & Construction	3.0
Energy & Lifeline	0

<Selling & administrative expenses>

Increased due to personnel costs and large-scale investments to commercialize the Liquid Air Energy Storage (LAES) system.

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Performance Forecast by Segment for FY2024

	Orders			Net sales			Operating profit				
	Actual FY2023	Forecast FY2024	Change	Actual FY2023	Forecast FY2024	Change	Actual FY2023 /Operating profit ratio (%)	Forecast FY2024 /Operating profit ratio (%)	Change		
Unit: JPY billion											
Mechatronics	197.8	221.0	23.2	220.0	213.0	(7.0)	12.4	5.6	10.0	4.7	(2.4)
(Plastics machinery)	89.3	102.5	13.2	97.1	95.0	(2.0)					
(Others)	175.6	184.5	8.9	182.8	190.0	7.2					
Industrial Machinery	265.0	287.0	22.0	279.8	285.0	5.2	25.6	9.1	26.0	9.1	0.4
(Hydraulic excavators)	212.5	260.0	47.5	242.4	271.0	28.6					
(Others)	181.1	159.0	(22.1)	151.0	157.0	6.0					
Logistics & Construction	393.6	419.0	25.4	393.4	428.0	34.6	28.1	7.1	31.5	7.4	3.4
Energy & Lifeline	146.3	189.0	42.6	182.2	181.0	(1.3)	6.3	3.5	1.0	0.6	(5.3)
Others	6.0	4.0	(2.0)	6.1	3.0	(3.0)	1.9	-	1.5	-	(0.4)
Total	1,008.7	1,120.0	111.3	1,081.5	1,110.0	28.5	74.4	6.9	70.0	6.3	(4.4)

02

“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		
			JPY32.2 billion	JPY36.5 billion *	JPY42.5 billion
	Research and development (3 years)	JPY68.0 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

	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.

02

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

CO₂ 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%

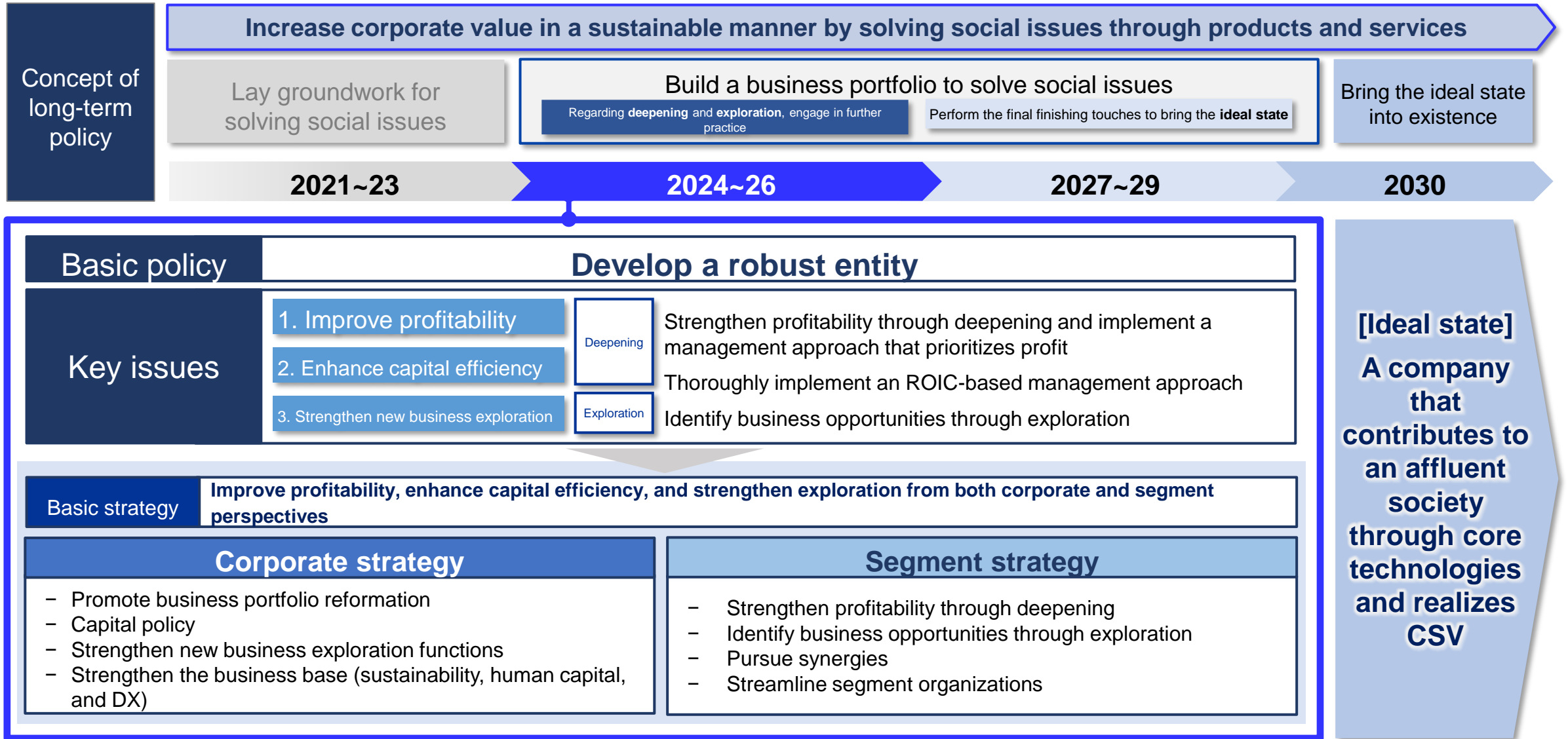
G

Strengthen governance
 Ensure high product quality

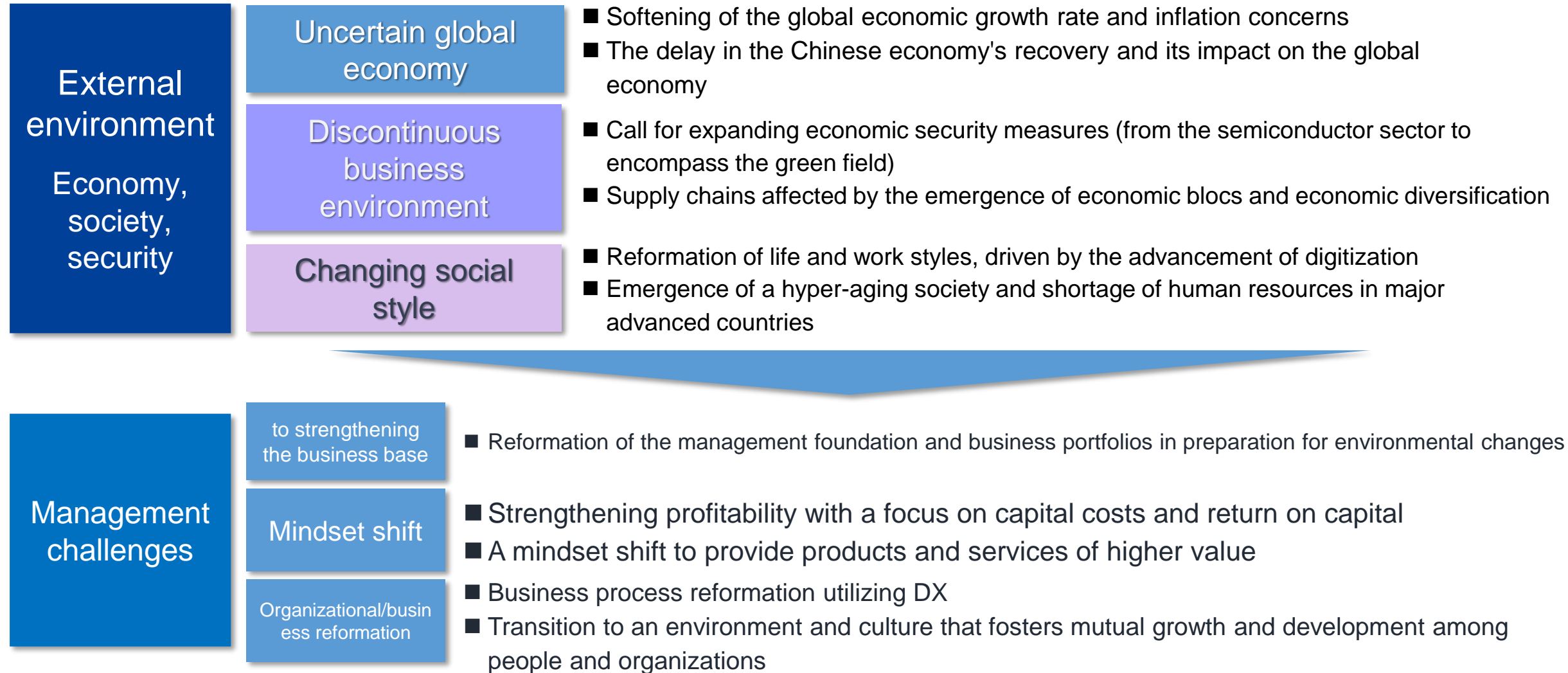
- Ratio of female directors: 30%
 - Number of serious incidents related to products: 0

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

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



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



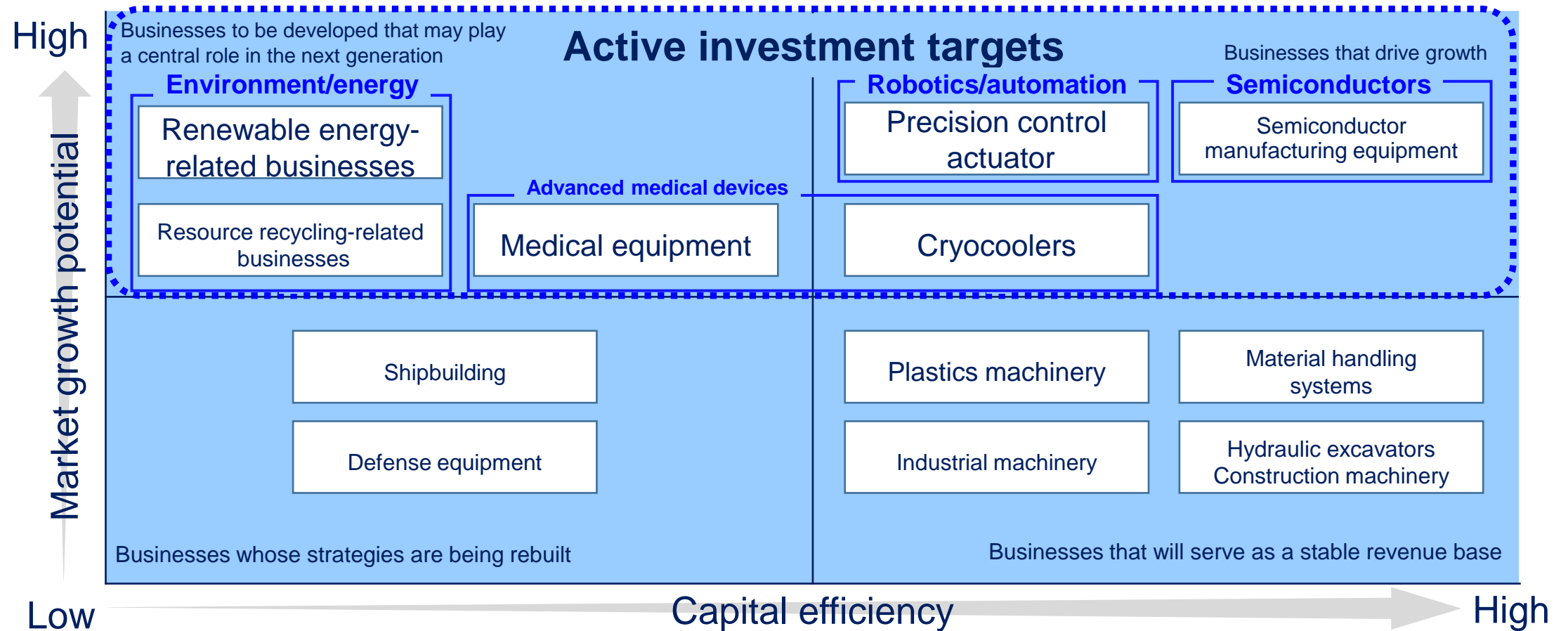
		“Medium-Term Management Plan 2023” Actual	Forecast FY2024	“Medium-Term Management Plan 2026” Plans (targets for FY2026)
Earnings results	Orders	JPY1,008.7 billion	JPY1,120.0 billion	JPY1,280.0 billion
	Net sales	JPY1,081.5 billion	JPY1,110.0 billion	JPY1,250.0 billion
	Operating profit	6.9% JPY74.4 billion	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	

02 “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%
Total	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%

02

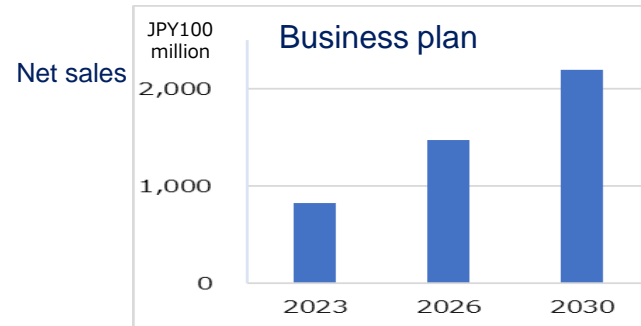
Corporate Strategy: Promoting Business Portfolio Reformation



- 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

02

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

Current products



Ion implanter



Laser annealing equipment



Superconducting magnet for MCZ, coating equipment, etc.



Cryopump



Precision positioning equipment



Vacuum robot

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

- Develop new models for power semiconductors, etc.
- Develop next-generation equipment

- Explore new customers for power semiconductors in Japan and overseas
- Develop next-generation models

- Develop new models for power semiconductors, etc.
- Develop next-generation equipment

- Develop new models and explore new customers

- Explore overseas customers
- Develop next-generation high-precision and high-performance equipment

- Increase market shares with customers
- Strengthen production capacity

Strength

- 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

- World-class sales record for laser annealing equipment used in power semiconductor production

- Substantial market share in silicon wafer production
- Numerous delivery records to two leading wafer manufacturers
- Strengthened SC with materials manufacturers

- Numerous delivery records to leading semiconductor production equipment manufacturers

- High precision and high performance that are essential for next-generation semiconductor production equipment

- The market share among leading semiconductor production equipment manufacturers is expanding

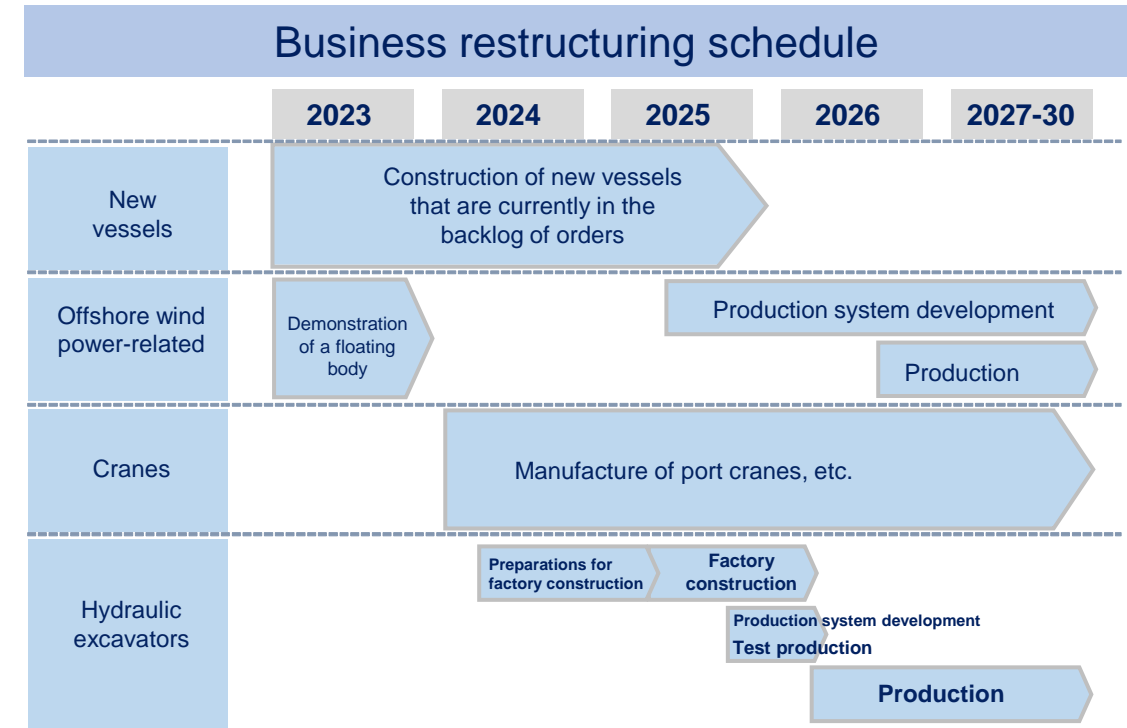
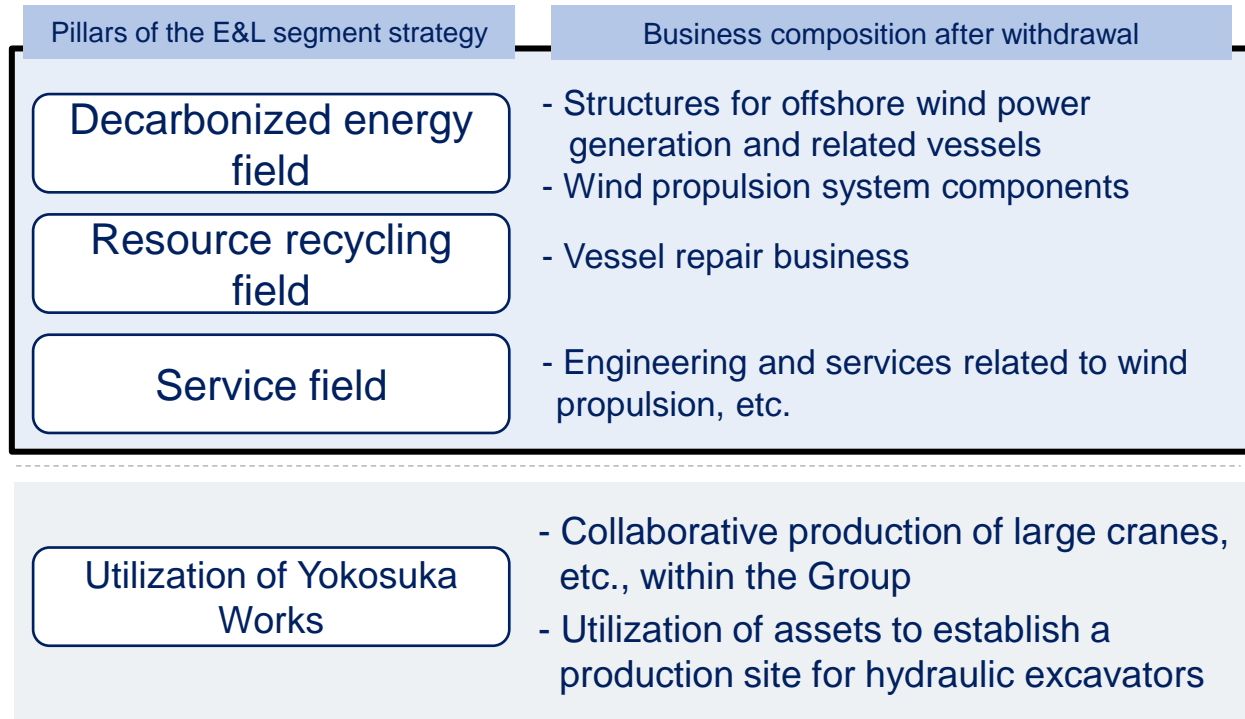
SC: supply chain

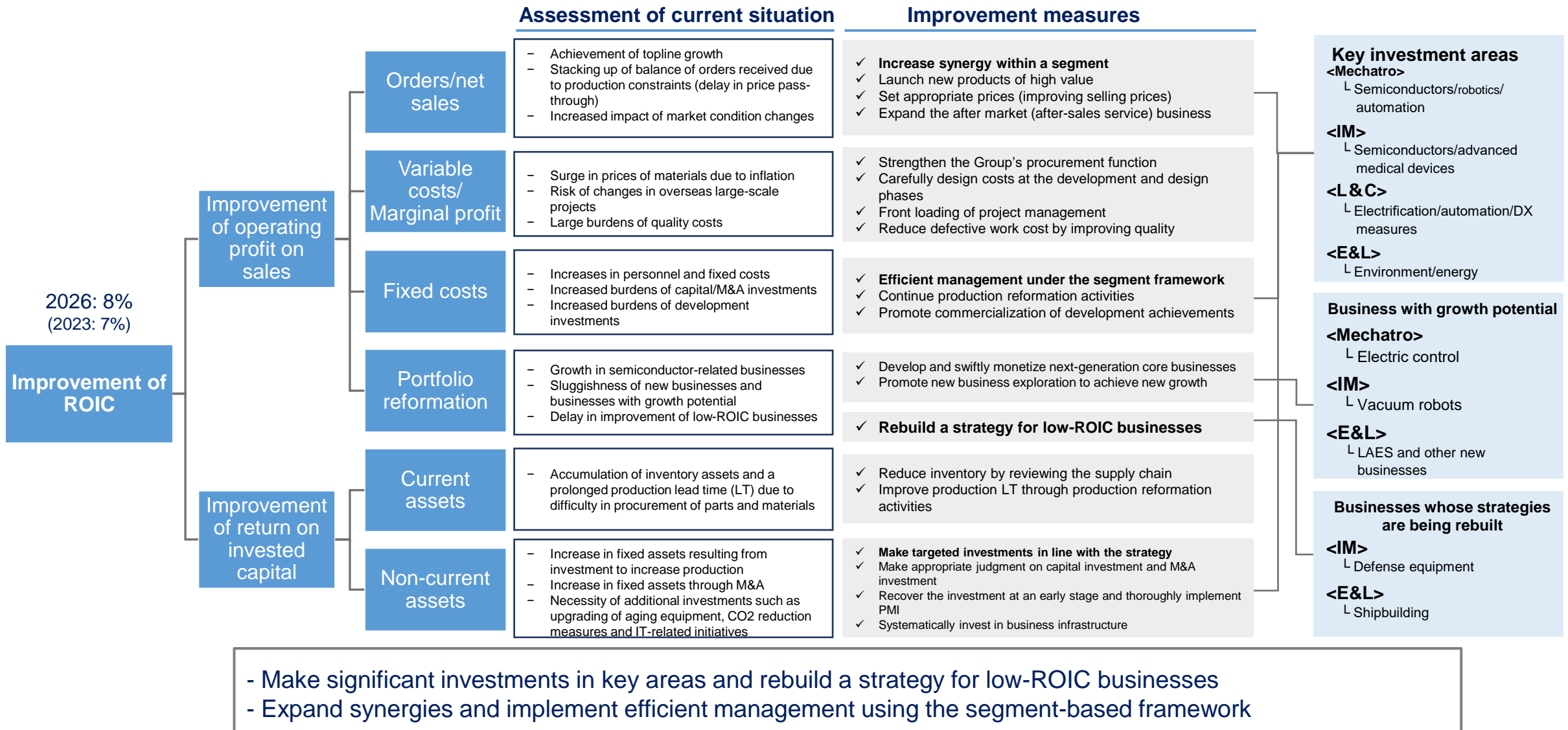
Equipment

Component

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





02

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

Operating cash flow (before deduction of research & development costs) JPY300.0 billion	<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
Interest-bearing debts JPY60 billion	<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

Capital investment (including M&As) JPY190.0 billion	<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.
Research & development cost JPY90 billion	<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.
Shareholder returns JPY80 billion	<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

02

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

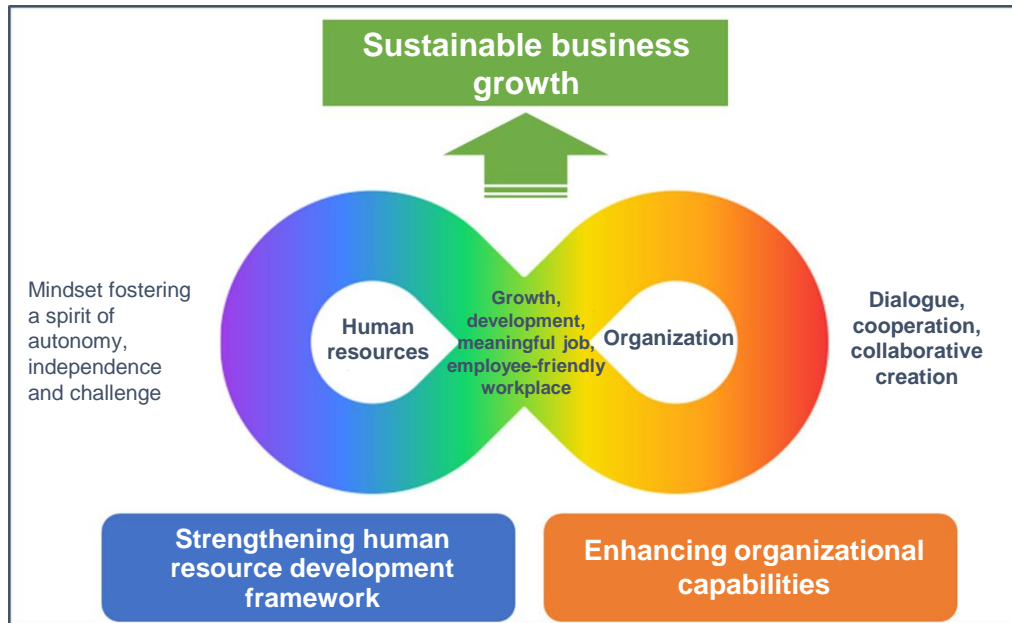
Category	Material issues	Actual 2023	Targets 2026	Details of “Medium-Term Management Plan 2026” initiatives
Issues of value creation	E Reduce environmental burden	CO ₂ emission reduction (compared to 2019) - At time of manufacturing products: +2% - At time of using products: -65% *Actual 2022	CO ₂ emission 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

02 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

02

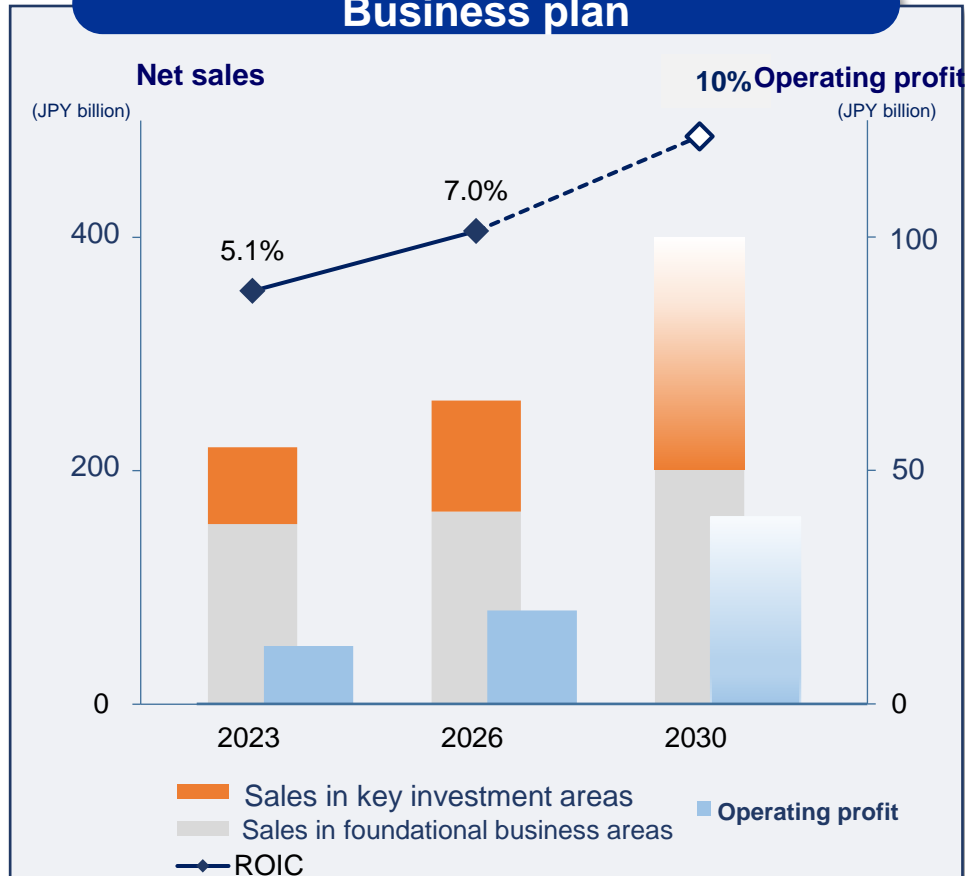
Segment Strategy: Roles and Direction by Segment

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

**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

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

(ii) Enhancing the profitability of foundational business areas

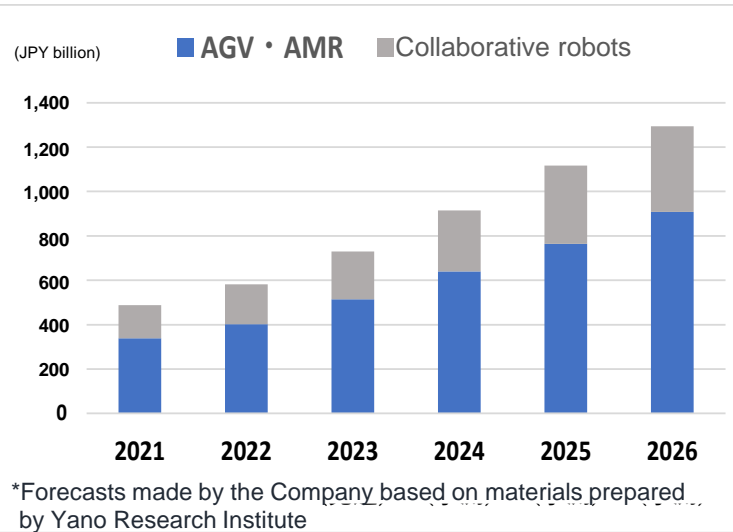
- Enhance profitability by consolidating gear/motor specifications, and secure a stable revenue base
- Capture replacement and upgrade needs by expanding the install-based business

- 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

02

Segment Strategy: Mechatronics Segment (Robotics, Automation)

Market growth forecasts



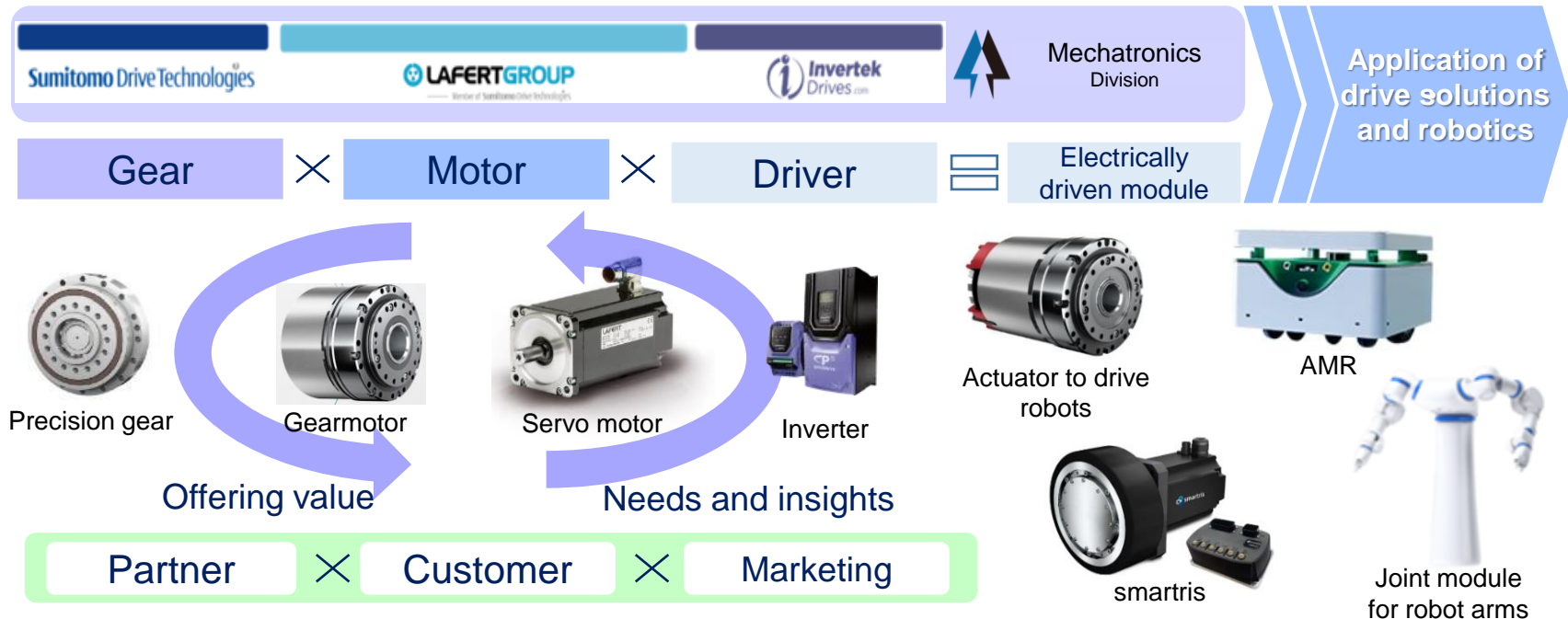
Market needs

- 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

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

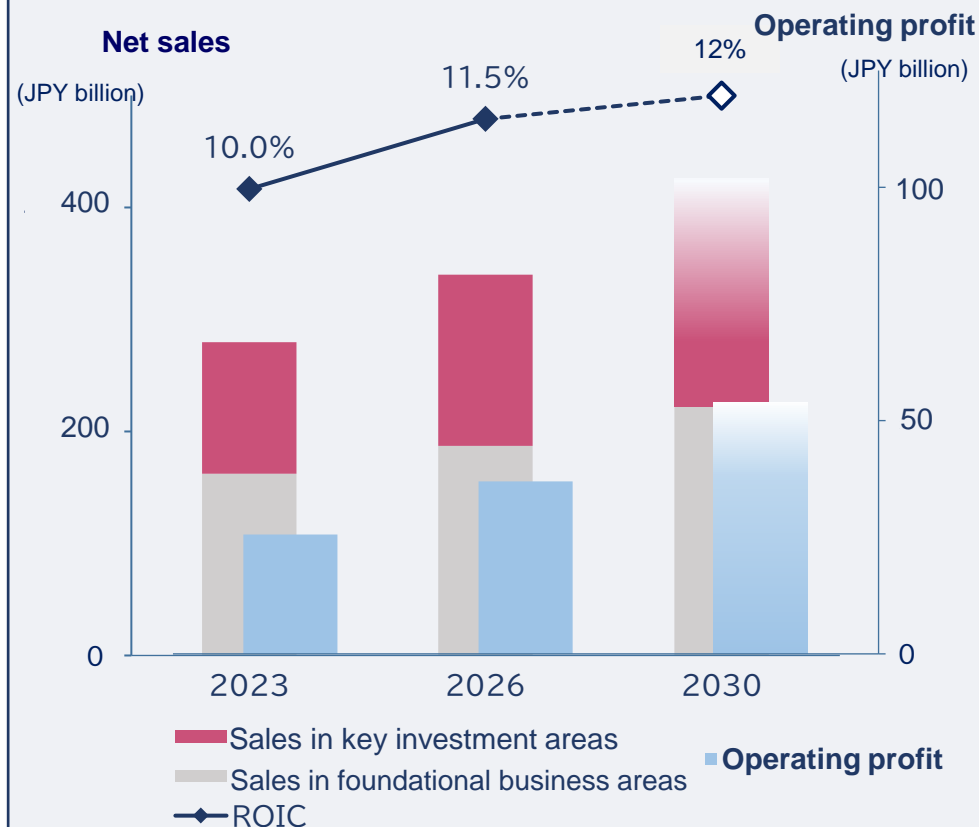
Developing and offering advanced electrically driven modules by leveraging collaborative solutions from PTC, Lafert, Invertek and Mechatro



**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

02 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

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 for “Robotics/Automation”
- 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
◇ Building an optimal global production system

02

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

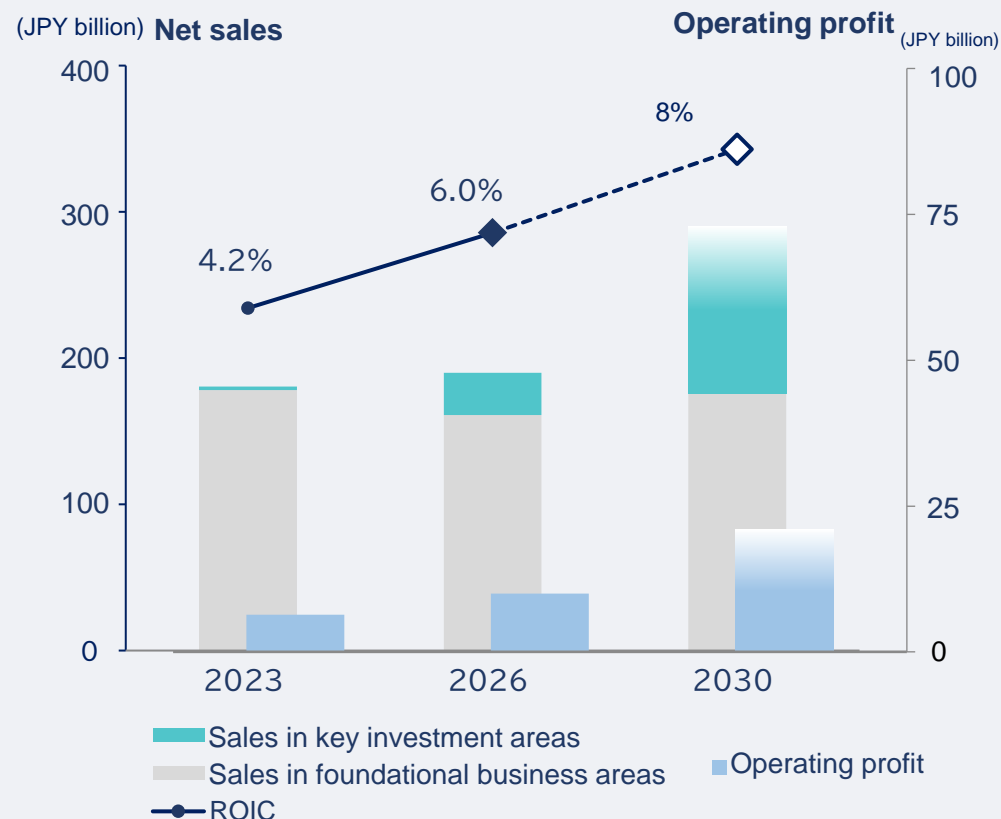


The machine will automatically determine the loaded amount on the dump truck and level it.

**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

Major strategic issues

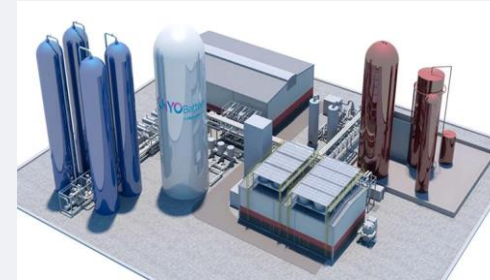
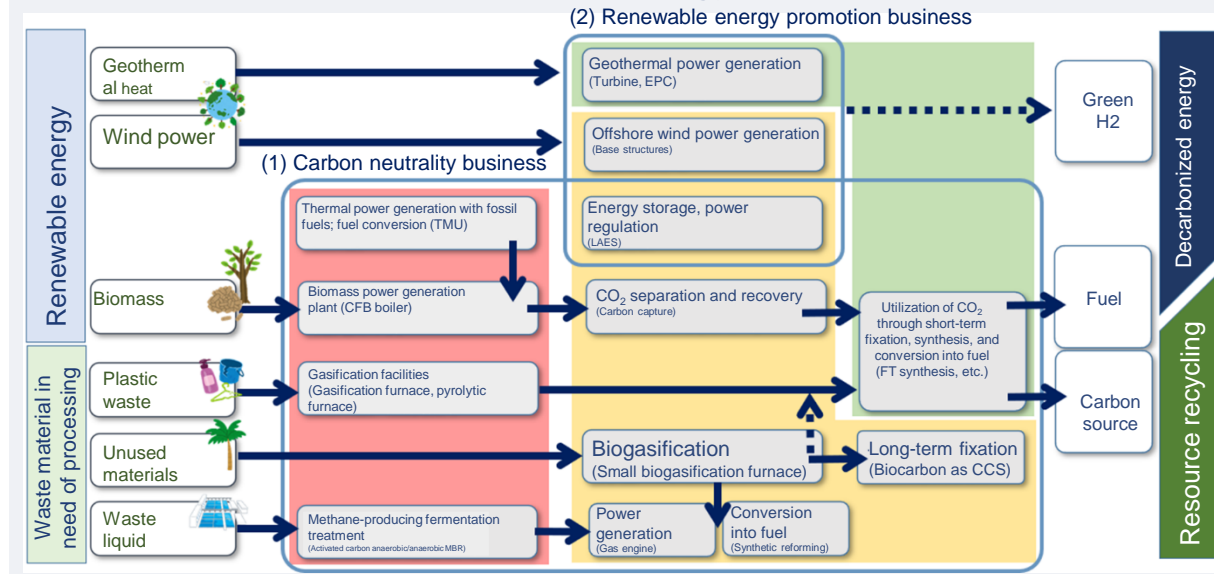
Direction of business development

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) 	

Overview of commercialization strategy

Existing business Demonstration/planning phase Under consideration



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



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

Reference Materials

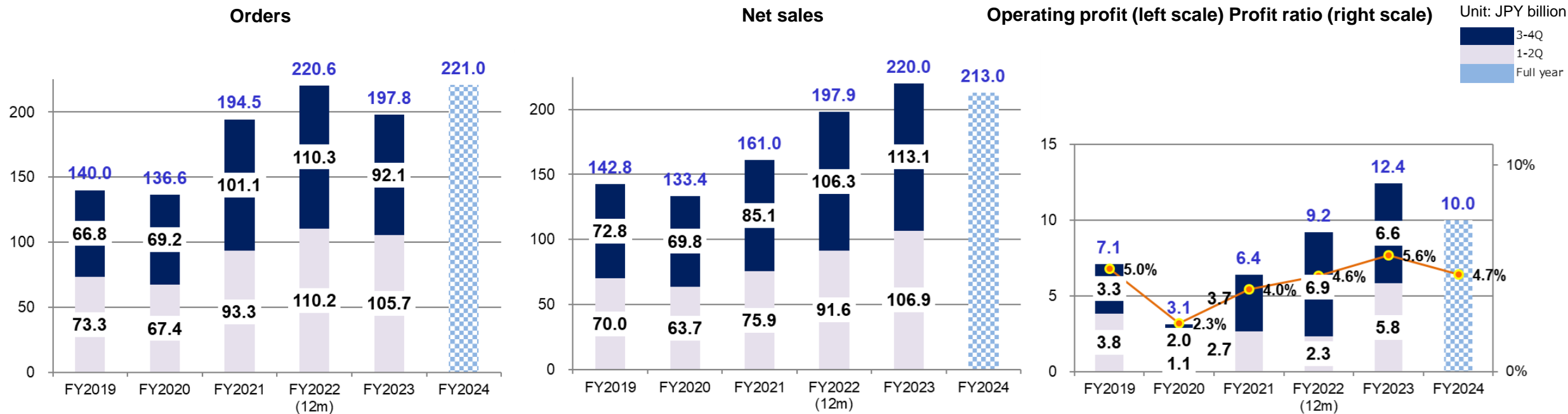
FY2023: Orders decreased because demand for small-to-medium-sized gear reducers and motors was sluggish due to inventory adjustment by customers in the US and Europe and a slowdown in the Chinese market. Sales and operating profit increased because of a backlog of orders.

FY2024: We anticipate an increase in orders as a result of completion of inventory adjustments in Europe and the recovery of the Chinese market in the second half. Sales will decrease due to a reduction in orders in the previous year. Operating profit will decrease due to a decline in sales.

	Actual FY2022	FY2023				FY2024	
		Forecast August 2023	Actual	Year-on- year change	Results of comparison with forecast August 2023	Forecast	Year-on- year change
Unit: JPY billion							
Orders	220.6	218.0	197.8	(22.8)	(20.2)	221.0	23.2
Net sales	197.9	219.0	220.0	22.1	1.0	213.0	(7.0)
Operating profit	9.2	10.5	12.4	3.3	2.0	10.0	(2.5)
Operating profit ratio (%)	4.6	4.8	5.6	1.0	0.9	4.7	(1.0)
Backlog of orders	112.6		90.4	(22.3)			

Ref.

Mechatronics



<Reference>

Gear reducer business : Sales contribution ratio by model (approximate numbers)

	Gear motor (middle size)	Gear box (large size)	For use in precision equipment (MCD)	Service	Electric control	Total
FY2023	40%	20%	10%	10%	20%	100%
FY2022	40%	20%	10%	10%	20%	100%

Ref.

Industrial Machinery

<Plastics machinery>

FY2023 :Orders, sales and operating profit all decreased due to slowdown in demand for electric and electronics-related products in China and sluggish investment in Japan and Europe.

FY2024 :Orders will increase mainly due to the recovery of the demand for products related to automobiles and the Chinese market. While sales are expected to decrease slightly, operating profit will increase due to progress in selling price revisions.

<Others>

FY2023:Orders declined due partly to inventory adjustment and investment postponement by customers, which were caused by the softening of semiconductor market conditions. Sales and operating profit saw an increase due partly to a substantial backlog of orders.

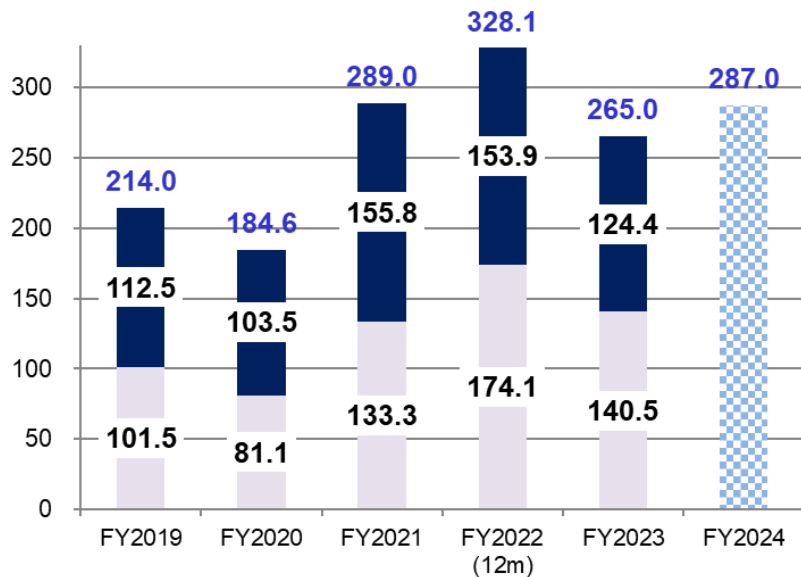
FY2024:Orders are anticipated to recover in the second half because demand for semiconductor-related products is bottoming out. Sales will increase due to a backlog of orders. Operating profit will remain at the same level as the previous year.

	Actual FY2022	FY2023				FY2024	
		Forecast August 2023	Actual	Year-on- year change	Results of comparison with forecast August 2023	Forecast	Year-on- year change
Unit: JPY billion							
Plastics machinery	107.1	96.0	89.3	(17.7)	(6.7)	102.5	13.2
Others	221.0	184.0	175.6	(45.4)	(8.4)	184.5	8.9
Orders	328.1	280.0	265.0	(63.1)	(15.0)	287.0	22.0
Plastics machinery	106.5	100.0	97.1	(9.5)	(2.9)	95.0	(2.0)
Others	157.8	181.0	182.8	25.0	1.8	190.0	7.2
Net sales	264.3	281.0	279.8	15.6	(1.2)	285.0	5.2
Operating profit	26.5	25.5	25.6	(0.9)	0.1	26.0	0.4
Operating profit ratio (%)	10.0	9.1	9.1	(0.9)	0.1	9.1	0.0
Backlog of orders	194.5		179.7	(14.9)			

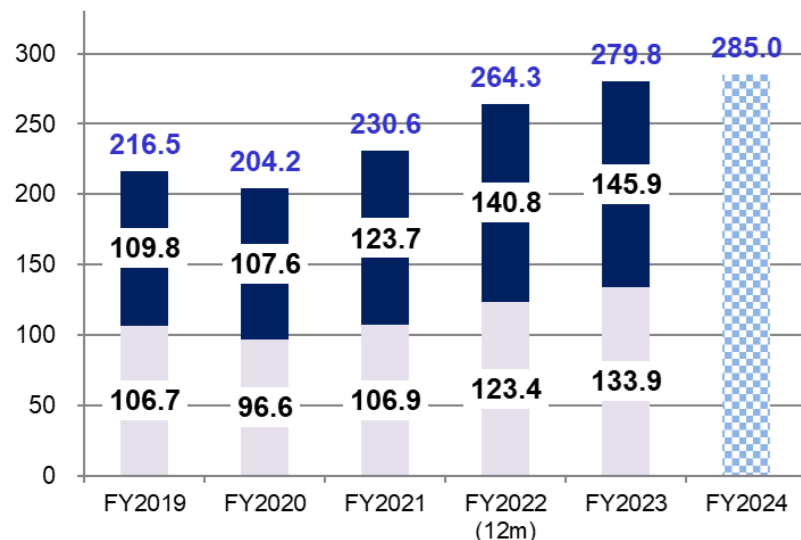
Ref.

Industrial Machinery

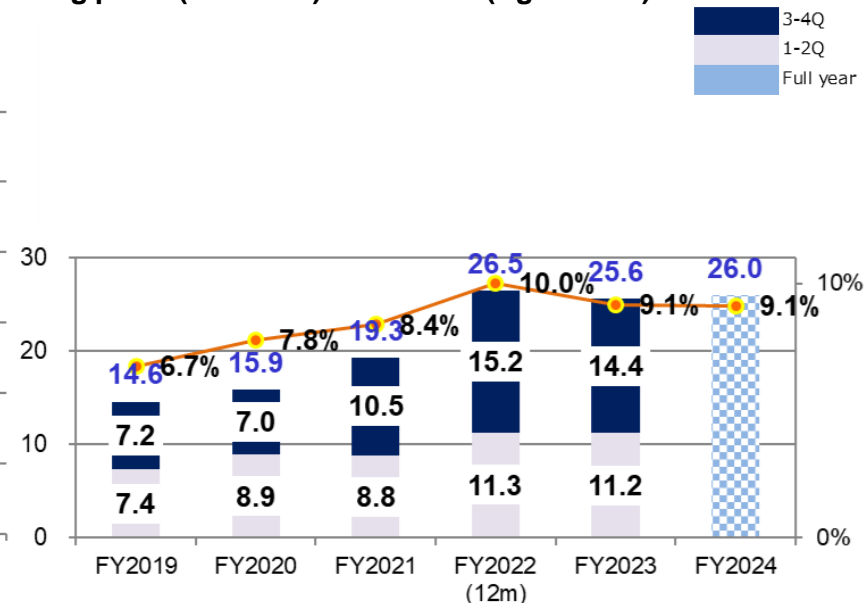
Orders



Net sales



Operating profit (left scale) Profit ratio (right scale) Unit: JPY billion



<Reference>

- Sales mix of injection molding machines by segment (approximate numbers)

	Electric and electronic product-related	Automobile	Medical care, foods, containers, miscellaneous goods	Others	Total
FY2023	15%	20%	55%	10%	100%
FY2022	20%	15%	50%	15%	100%

- Business performance for semiconductor production equipment (ion implanters) (approximate numbers)

Unit: JPY billion	Actual FY2022	Actual FY2023	Forecast FY2024
Orders	66.0	55.0	50.0
Sales	50.0	51.0	54.0

Ref. Logistics & Construction

<Hydraulic excavators>

FY2023:Orders decreased partly because there was a decline in response to a significant number of advance orders in the US during the previous fiscal year. Sales increased following the successful resolution of production constraints in Japan. As a result, operating profit also increased.

FY2024:Orders will increase due to the completion of inventory adjustments mainly in North America. Sales and operating profit will increase following the successful clearance of a substantial backlog of orders.

<Others>

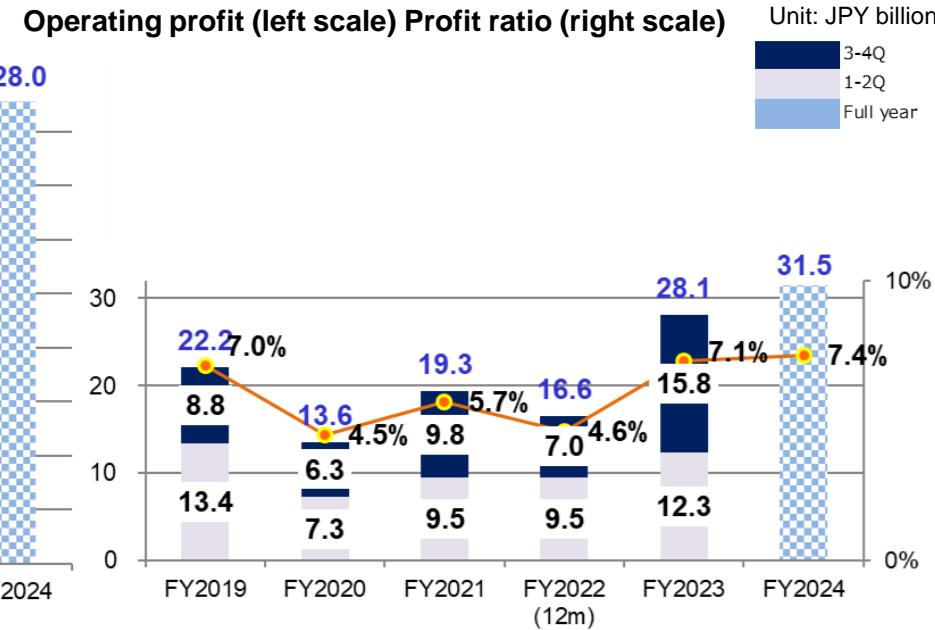
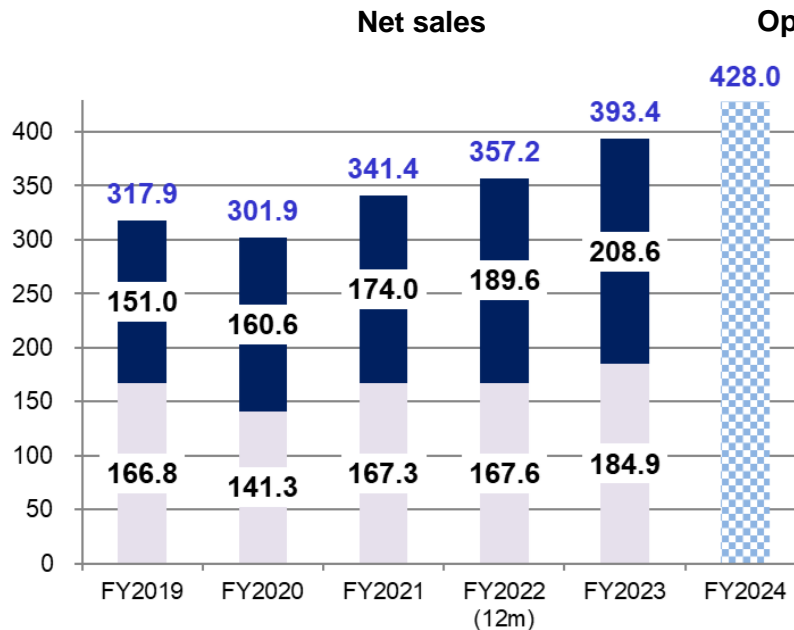
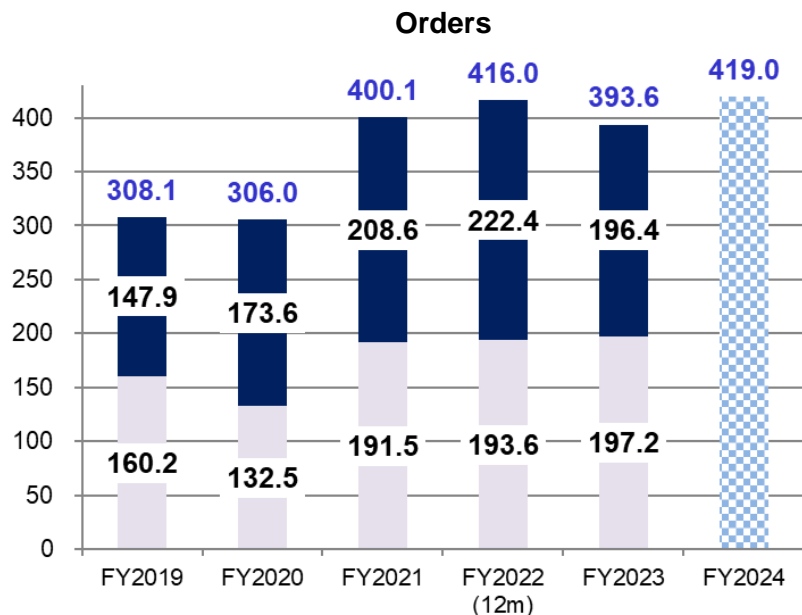
FY2023:Orders for mobile cranes increased because demand was strong in North America. Sales were affected by production constraints but increased. Operating profit remained unchanged from the previous year due to a delay in implementing price pass-on measures. Orders for industrial cranes increased due to large-scale projects for port use. Both sales and operating profit decreased because of a reduction in projects that could be factored into sales in this fiscal year.

FY2024:Orders will decrease due to a reduction in large-scale projects for industrial cranes. Sales will increase because of the successful resolution of production constraints for mobile cranes in North America but operating profit will decrease.

Unit: JPY billion	Actual FY2022	FY2023				FY2024	
		Forecast August 2023	Actual	Year-on- year change	Results of comparison with forecast August 2023	Forecast	Year-on- year change
Hydraulic excavators	255.8	226.0	212.5	(43.2)	(13.5)	260.0	47.5
Others	160.2	152.0	181.1	20.8	29.1	159.0	(22.1)
Orders	416.0	378.0	393.6	(22.4)	15.6	419.0	25.4
Hydraulic excavators	211.4	249.0	242.4	31.0	(6.6)	271.0	28.6
Others	145.8	144.0	151.0	5.2	7.0	157.0	6.0
Net sales	357.2	393.0	393.4	36.3	0.4	428.0	34.6
Operating profit	16.6	20.5	28.1	11.6	7.6	31.5	3.4
Operating profit ratio (%)	4.6	5.2	7.2	2.5	1.9	7.4	0.2
Backlog of orders	253.1		253.2	0.2			

Ref.

Logistics & Construction



<Reference>

- Hydraulic excavators: demand by region/changes in sales (approximate numbers)

*Only foreign capital

Unit: 10,000 units (upper row)/ JPY billion (lower row)		North America	Europe	Asia (Excluding China)	China*	Japan	Others	Total
FY2024	Demand (Forecast)	4.4	3.8	2.3	1.3	2.7	-	
FY2023	Demand	4.3	4.0	2.3	1.0	2.5	-	
	Net sales	80.8	24.2	28.3	6.1	86.0	16.9	242.4
FY2022	Demand	4.2	4.3	2.6	2.2	2.6	-	
	Net sales	58.4	16.6	33.1	13.4	73.7	16.1	211.4

- Industrial cranes: order mix by segment (approximate numbers)

	Electricity	Steel	Shipbuilding	Ports	Others	Total
FY2023	0%	20%	10%	60%	10%	100%
FY2022	20%	30%	30%	10%	10%	100%

- Mobile crane business: (Domestic) business performance (approximate numbers)

Unit: JPY billion	Actual FY2022	Actual FY2023	Forecast FY2024
Orders	45.0	45.0	40.0
Sales	41.0	43.0	45.0

Ref. Energy & Lifeline

FY2023: For the energy plant business, orders and sales decreased due to the postponement of large-scale projects for biomass-fueled power generation plants in Japan.

Operating profit was affected by a decline in sales but increased as the profitability deterioration of large-scale projects in Europe has been curbed.

For other businesses, orders, sales and operating profit all decreased partly because the general waste treatment business was transferred in the previous fiscal year.

FY2024: The energy plant business will see an increase in orders because of projects carried over from the previous year for biomass-fueled power generation plants. Sales will decrease slightly and operating profit will decrease due to large-scale investments to commercialize the Liquid Air Energy Storage (LAES) system.

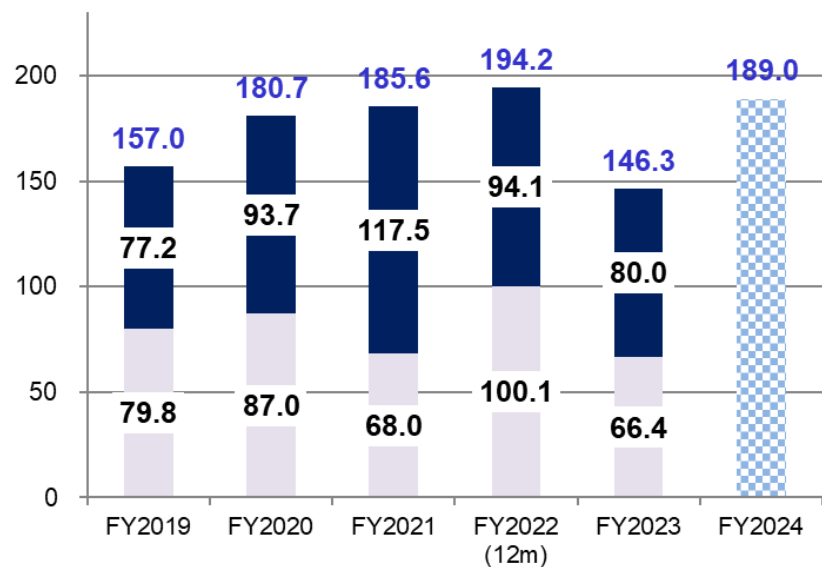
For other businesses, orders and sales will remain unchanged, but operating profit will improve.

	Actual FY2022	FY2023				FY2024	
		Forecast August 2023	Actual	Year-on- year change	Results of comparison with forecast August 2023	Forecast	Year-on- year change
Unit: JPY billion							
Orders	194.2	169.0	146.3	(47.9)	(22.7)	189.0	42.6
Net sales	193.4	178.0	182.2	(11.2)	4.2	180.9	(1.3)
Operating profit	5.6	6.5	6.3	0.7	(0.2)	1.0	(5.3)
Operating profit ratio (%)	2.9	3.6	3.5	0.6	(0.2)	0.6	(2.9)
Backlog of orders	262.3		226.5	(35.8)			

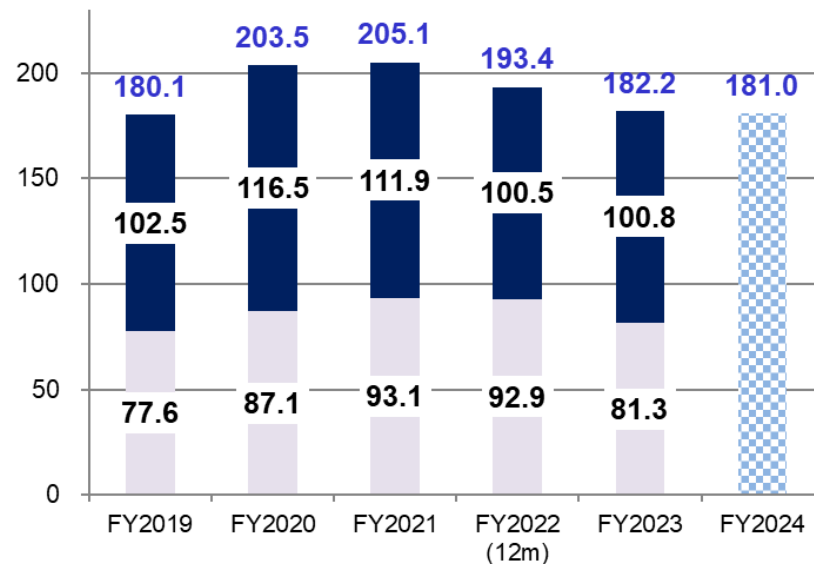
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Energy & Lifeline

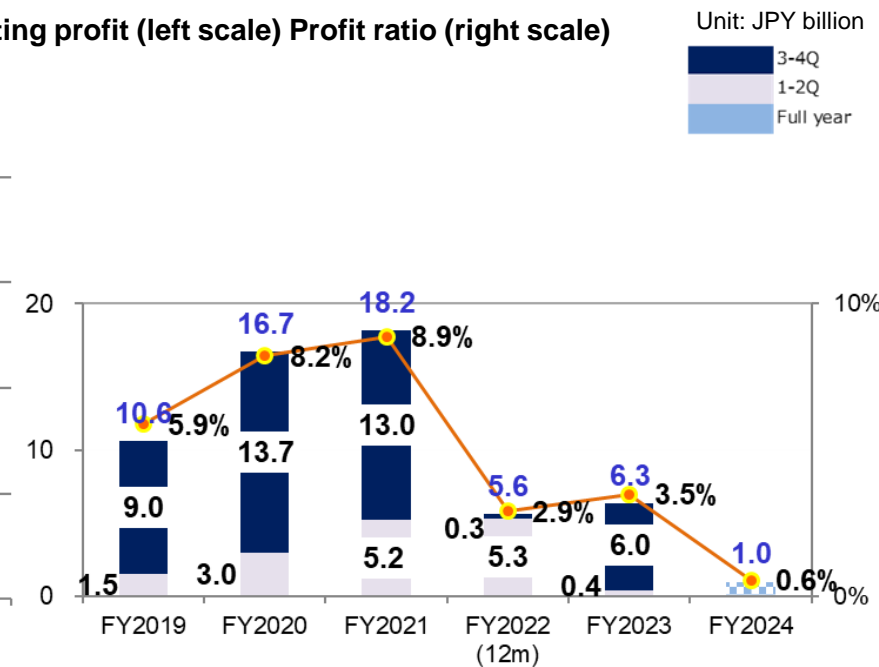
Orders



Net sales



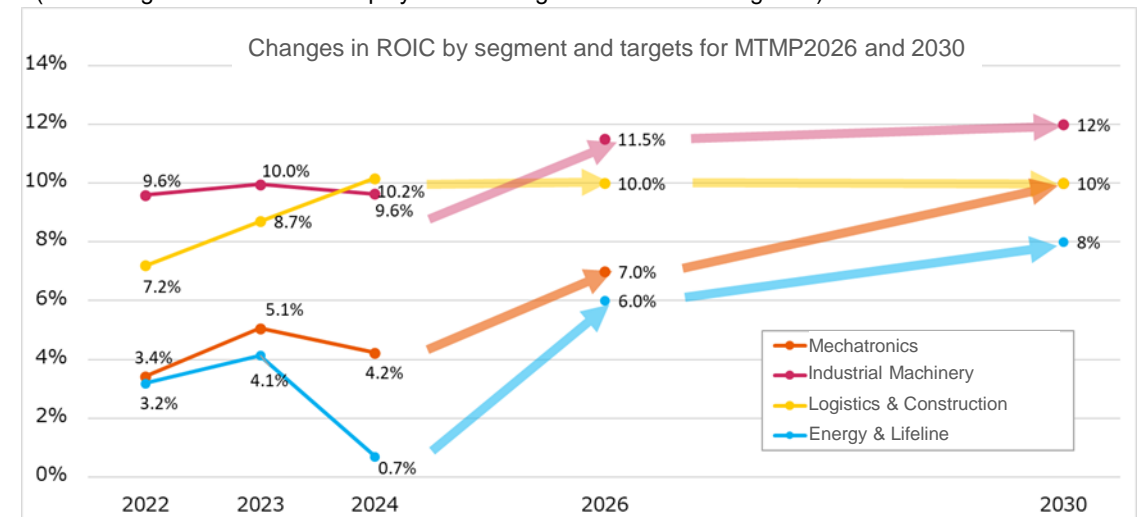
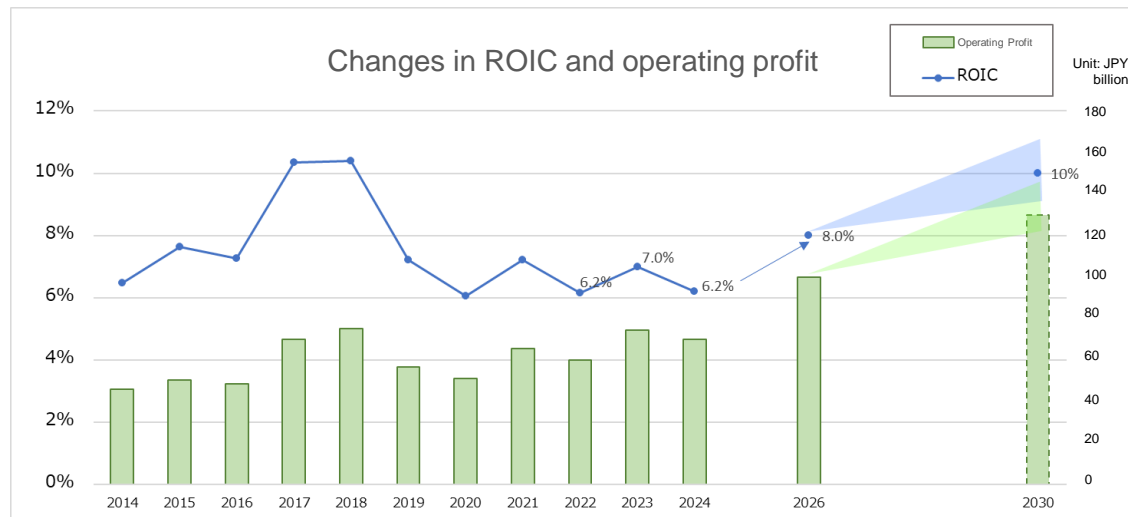
Operating profit (left scale) Profit ratio (right scale)



Ref. Our ROIC Management

- In 1999, we adopted “return on invested capital (ROIC) as a management indicator.
- The foundation for our portfolio management is to improve corporate value by achieving profitability that continuously surpasses capital costs.
- We have achieved topline growth by making active investments in recent years. However, growth in profitability has not been commensurate with the increase in invested capital and as of now, ROIC does not sufficiently surpass WACC.
- Our goal is to ensure that by FY2030 the company-wide ROIC surpasses the WACC level desired by the market with a sufficient spread being secured and ROIC surpasses WACC in every segment. In doing so, we will strive to improve corporate value.
- Beginning in the Medium-Term Management Plan 2026, ROIC targets are set for each segment, management resources are allocated according to the condition of each segment, significant investments are made in growth business areas, and structural reformation is implemented in business areas for which business strategies need to be revised. Through these activities, we will improve ROIC.

$$\diamond \text{ ROIC (Return on invested capital) } = \frac{(\text{Operating profit} + \text{Interest and dividend income}) \times (1 - \text{Effective tax rate}^*)}{(\text{FY average of stockholders' equity} + \text{FY average of interest-bearing debt})}$$



Ref.

Changes in Financial Values (Consolidated)

Changes in Orders/Sales/Operating Profit

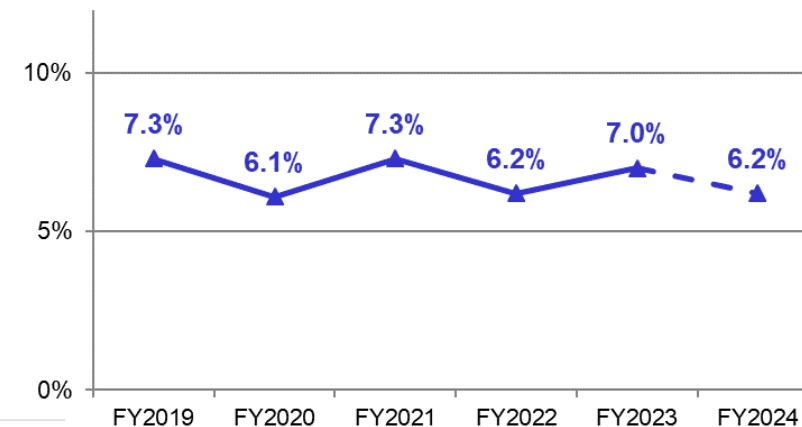
Unit: JPY billion

Orders

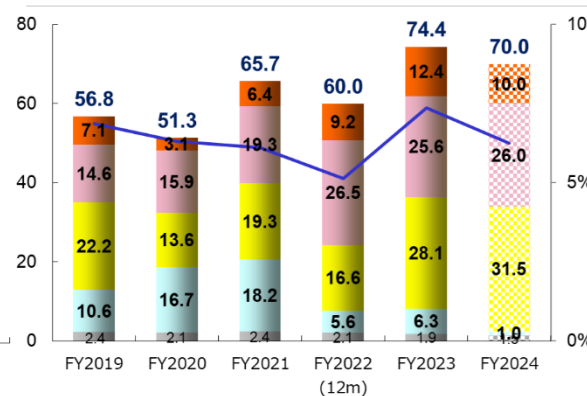
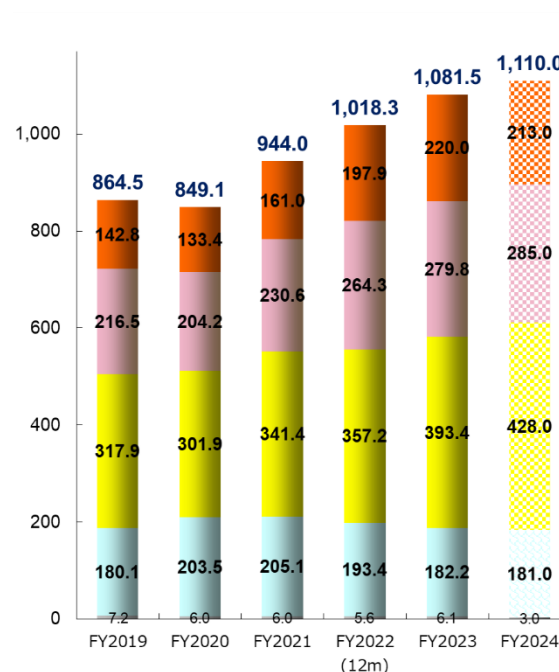
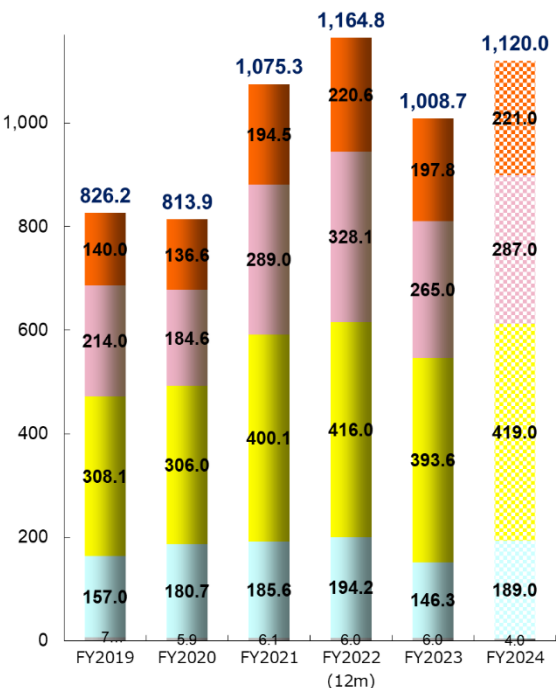
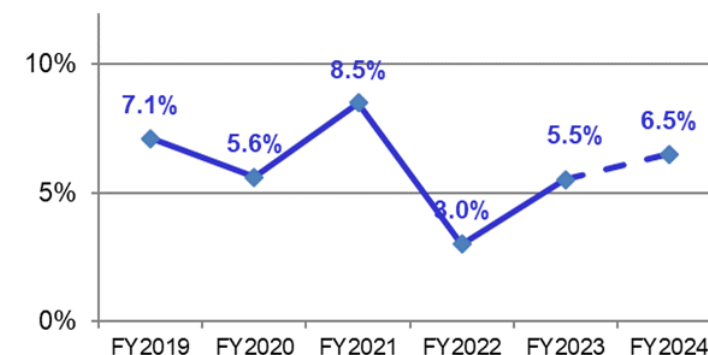
Net sales

Operating profit

Changes in ROIC



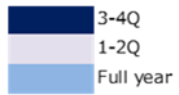
(Ref.) Changes in ROE



Plastics machinery

Hydraulic excavators

Unit: JPY billion

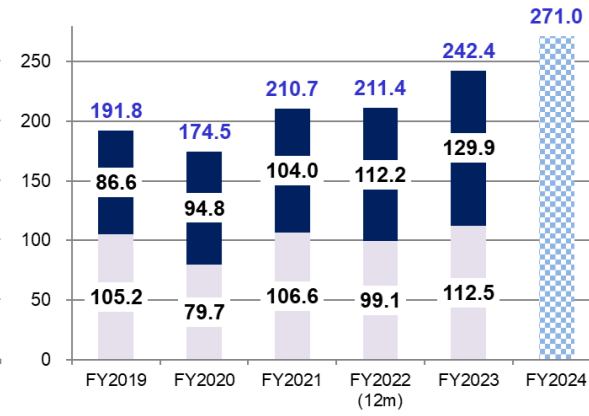
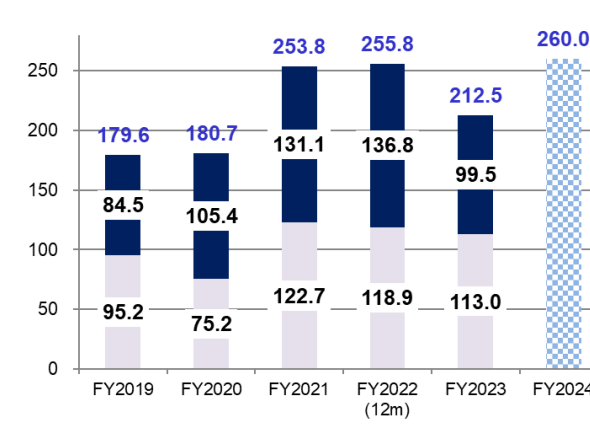
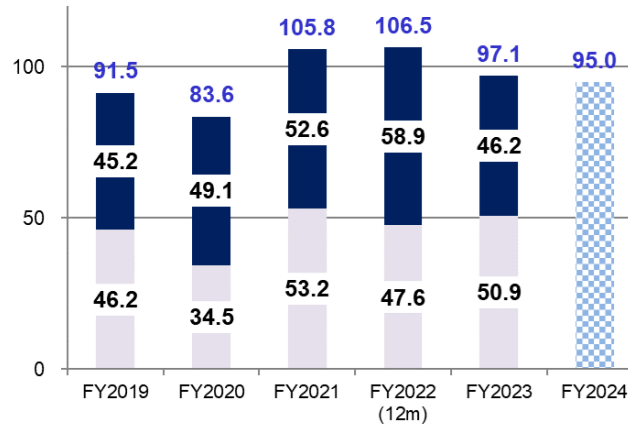
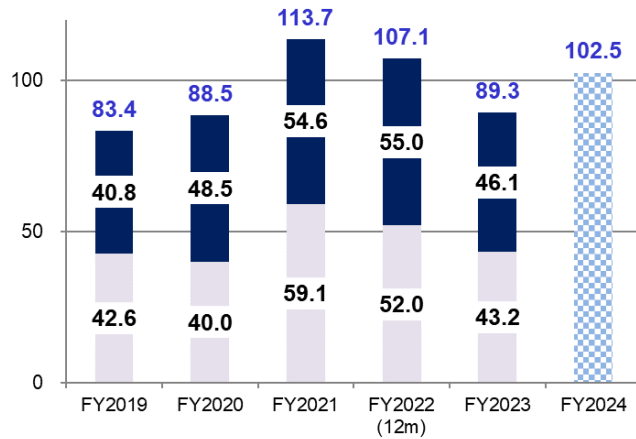


Orders

Net sales

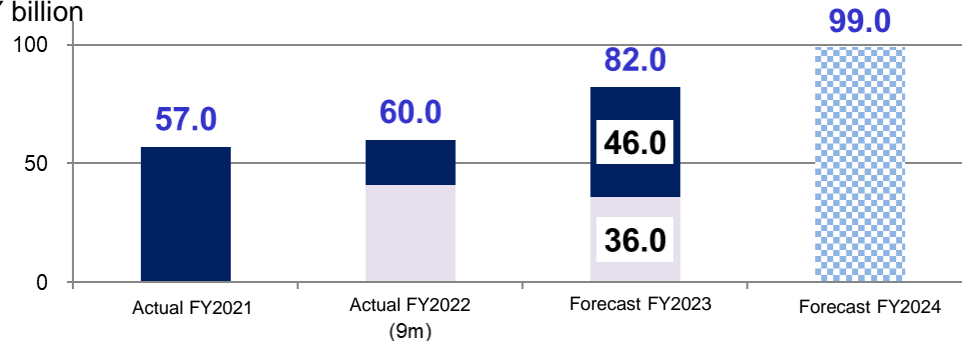
Orders

Net sales



Total sales from semiconductor related businesses (approximate numbers)

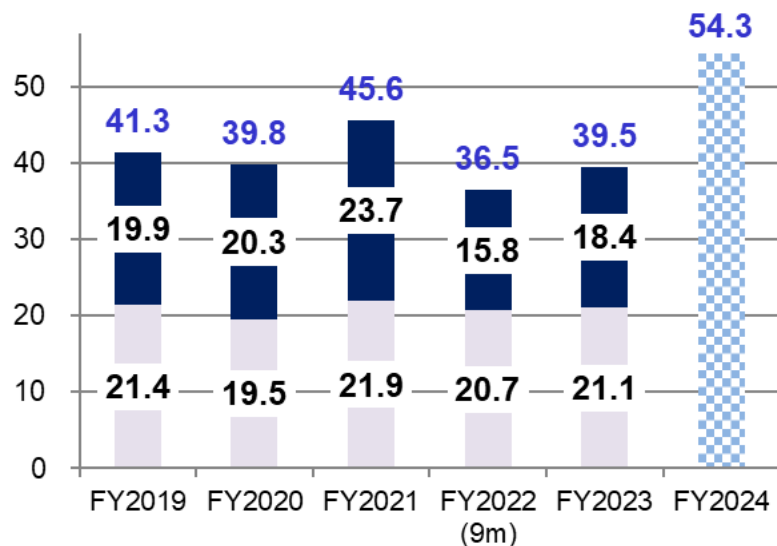
Unit: JPY billion



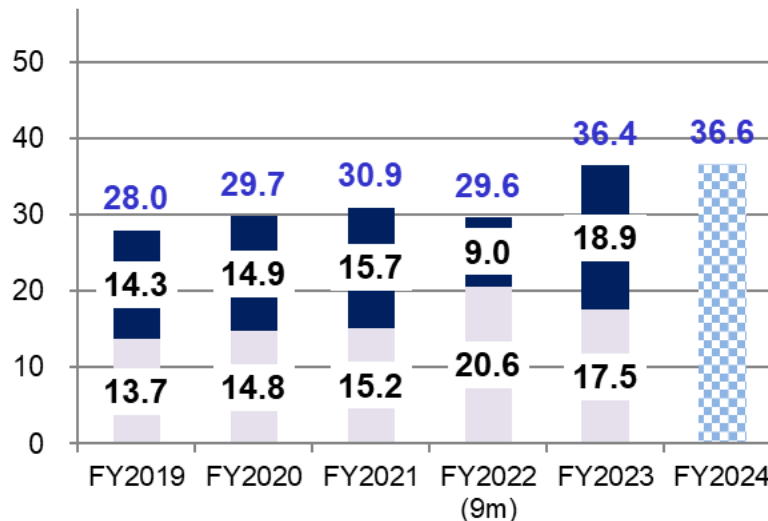
Ref.

Capital Investment, Depreciation Cost, Research & Development Cost, Personnel, Forex Sensitivity

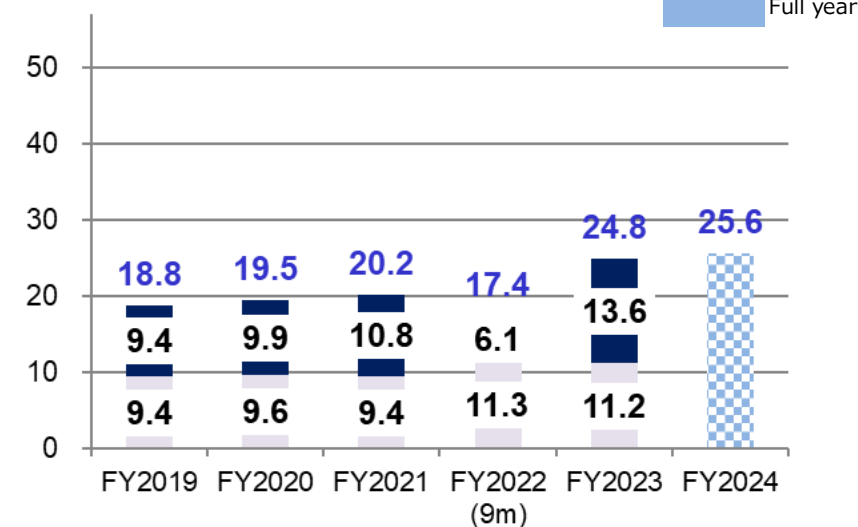
Capital investment* *Actuals are based on cash flow.
Forecast is based on budget.



Depreciation & amortization



Research & development cost* *Actuals are based on P/L. Forecast is based on budget.



Personnel (as of end of each fiscal year)

Unit: persons	FY2020	FY2021	FY2022	FY2023
Consolidated total	24,050	24,584	25,211	25,303

Forex sensitivity (FY2024 forecast)

Unit: JPY billion	Dollar	Euro	Total
Effect of a 1-yen change on operating profit*	0.56	0.23	0.79

*Assumed exchange rates for FY2024 are JPY135 per US dollar and JPY148 per euro

Ref. Sales by Regional Segment

<Exchange rate: JPY139 per US dollar> Unit: JPY billion		Actual FY2023 (2023.1-2023.12)														
		North America		Europe		Asia (Excluding China)		China		Others		Overseas total		Japan		Total sales
Mechatronics		44.2		52.1		21.3		15.8		18.4		151.8		68.3		220.0
	(plastics machinery)	11.2		27.6		13.7		22.9		6.1		81.5		15.6		97.1
Industrial Machinery		27.9		43.7		43.7		62.3		6.5		184.2		95.7		279.8
	(hydraulic excavators)	80.8		24.2		28.3		6.1		16.9		156.4		86.0		242.4
Logistics & Construction		151.9		26.2		36.1		6.4		18.7		239.3		154.1		393.4
Energy & Lifeline		15.9		35.9		19.7		1.8		8.5		81.7		100.4		182.2
Others		-		-		-		0.0		-		0		6.1		6.1
Total / Sales ratio (%)		239.9	22	157.9	15	120.8	11	86.3	8	52.1	5	657.0	61	424.6	39	1,081.5
<Exchange rate: JPY133 per US dollar> Unit: JPY billion		(After adjustment) Actual FY2022 (2022.1-2022.12)														
		North America		Europe		Asia (Excluding China)		China		Others		Overseas total		Japan		Total sales
Mechatronics		43.3		43.5		18.2		18.0		13.6		136.6		61.3		197.9
	(plastics machinery)	12.7		28.1		16.1		28.4		5.2		90.5		16.0		106.5
Industrial Machinery		25.9		40.3		38.3		59.6		6.0		170.1		94.2		264.3
	(hydraulic excavators)	58.4		16.6		33.1		13.4		16.1		137.6		73.7		211.4
Logistics & Construction		121.6		18.7		38.8		13.6		17.9		210.6		146.6		357.2
Energy & Lifeline		14.2		19.5		22.6		1.6		22.0		79.9		113.5		193.4
Others		-		-		-		0.0		-		0		5.5		5.6
Total / Sales ratio (%)		205.0	20	122.1	12	117.9	12	92.7	9	59.4	6	597.1	59	421.1	41	1,018.3



Sumitomo Heavy Industries, Ltd.

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.