

May 12, 2026

Sumitomo Electric Industries, Ltd.

Sumitomo Electric Group announces its Mid-term Management Plan 2028

FY2028 Targets

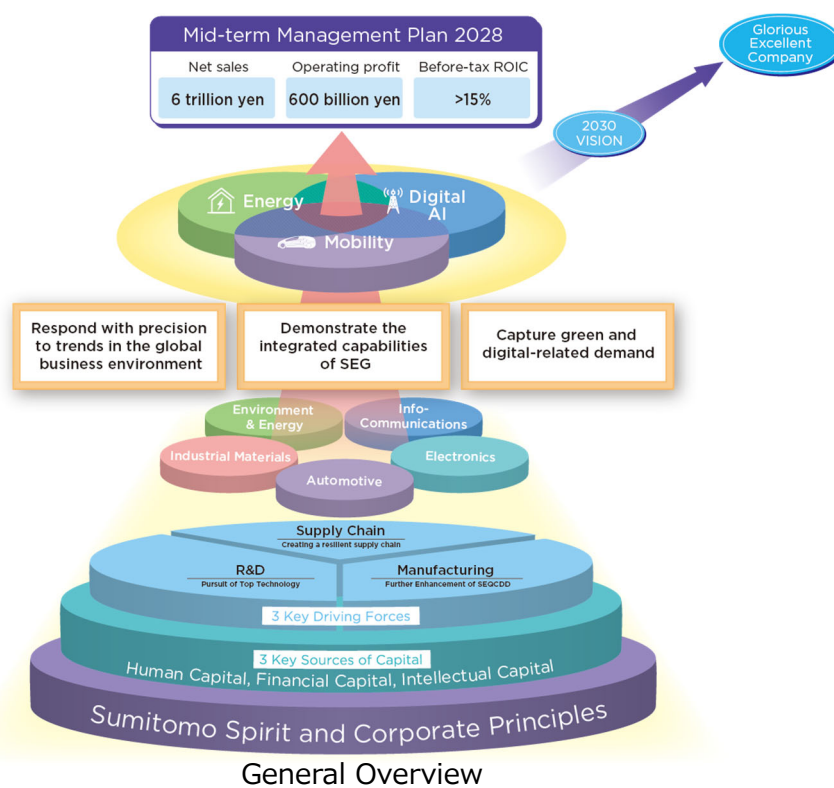
- **Net sales of 6 trillion yen**
- **Operating profit of 600 billion yen**
- **Before-tax ROIC of >15%**

Sumitomo Electric Industries, Ltd. is pleased to announce its “Mid-term Management Plan 2028,” a three-year plan covering FY2026-FY2028.

The Sumitomo Electric Group (SEG) is positioning “Digital and AI,” “Energy,” and “Mobility” as three key areas of the new plan. By investing a cumulative total of 1 trillion yen over FY2026-FY2028 in these businesses as well as interconnected areas, SEG will leverage its integrated capabilities rooted in the group’s core technologies, to respond effectively to global changes and capture demand for Green Transformation (GX) and Digital Transformation (DX).

By FY2028, SEG will aim for further growth by achieving 6 trillion yen in net sales an increase of approximately 1 trillion yen compared to FY2025; 600 billion yen in operating profit – an increase of approximately 50% compared to FY2025; and SEG will strive to further improve asset efficiency with before-tax ROIC of >15%.

1. General Overview



Based on the Sumitomo Business Spirit and Sumitomo Electric Group Corporate Principles, SEG will further strengthen its business foundation consisting of three Key Driving Forces and three Key Sources of Capital, while advancing its businesses primarily in three key areas as well as interconnected areas.

2. Business Strategies (Main Topics in the three Key Areas)

(1) Digital and AI

SEG aims to increase our share of the hyperscale data center market, primarily in North America, by introducing a wide range of high-performance products to support advanced digital infrastructure.

(2) Energy

SEG will strengthen our cable manufacturing and installation capabilities globally, aiming to expand incoming orders as a “local company.”

(3) Mobility

Leveraging our strength as a world leader in wiring harnesses, SEG aims to become a “global mobility supplier” through the integrated capabilities of SEG.

News Release

3. Financial Goals (Unit: billion yen)

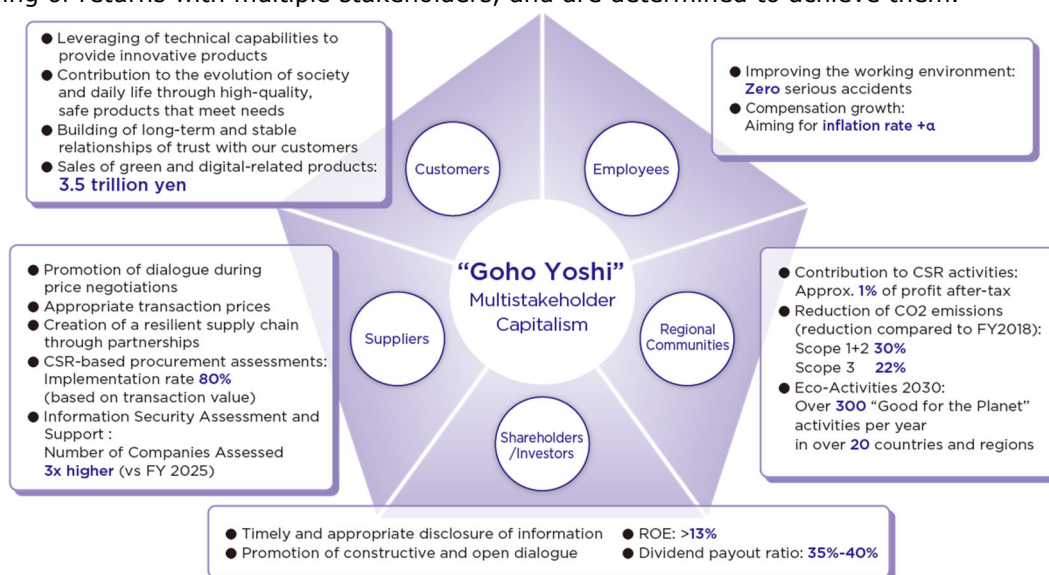
		Group-wide total	Segment					Group-wide total (cumulative total over 3 years)	
			Environment & Energy	Info-Communications	Automotive	Electronics	Industrial Materials & Others		
Net sales	FY2025 results	5,110.2	1,178.8 <small>(Excluding Sumitomo Denetsu:950.4)</small>	326.6	2,937.2	409.1	388.4	FY2023-2025	461.2
	FY2028 targets	6,000.0	1,200.0	970.0	3,100.0	440.0	470.0	FY2026-2028	540.0
Operating profit	FY2025 results	418.2	90.6 <small>(Excluding Sumitomo Denetsu:65.0)</small>	77.4	179.7	39.5	31.4	FY2023-2025	680.3
	FY2028 targets	600.0	70.0	240.0	210.0	40.0	40.0	FY2026-2028	1,000.0

4. "Goho Yoshi" (Five-Way Win) - Multistakeholder Capitalism -

"Goho Yoshi" (Five-Way Win) is a concept that has been part of the Sumitomo Electric Group for some time and is based on the Sumitomo Corporate Philosophy.

We are committed to sustainable growth and medium- to long-term value creation by sharing prosperity with our multiple stakeholders: customers, employees, suppliers, regional communities, and shareholders/investors.

In this Mid-term Management Plan 2028, we have set specific and quantitative targets for the sharing of returns with multiple stakeholders, and are determined to achieve them.



URL :

https://sumitomoelectric.com/sites/default/files/2026-05/download_documents/28me.pdf