Value Creation Process

Guided by the Sumitomo Business Spirit, the SMM Group continues to create sustainable value by strengthening its earning power, the “MONOZUKURI-RYOKU,” across the entire value chain, drawing on the seven competitive strengths cultivated over more than 430 years since its founding.

The Group will demonstrate the full value of its unique business model (the “Shin” 3-business collaboration) in which its three businesses—the Smelting & Refining Business at the core together with the Mineral Resources and Materials Businesses—work together organically. Even amid growing uncertainty in the external environment, the Group will steadily advance toward “becoming the world leader in the non-ferrous metals industry” by contributing to the sustainable development of society and to people’s lives.

Long-term Vision

The world leader in the non-ferrous metals industry



Outputs

- The base metals and rare metals essential to societal development
- Highly advanced materials which contribute to the achievement of a carbon-neutral society and advanced information and telecommunications society.

Outcomes

Sustainable expansion of corporate value

Shareholder value

Social value/ Environmental value

▶P.023 Value Created by the “Shin” 3-business Collaboration Business Model

▶P.028 Material issues / KPI

▶P.031 3-Year Business Plan 2027

Inputs (Six Capitals)

▶P.022

Value chain to enhance earning power (MONOZUKURI-RYOKU)

Management strategy

Procurement of raw materials

Business management

R&D

Mineral Resources

Materials

Business Model (“Shin” 3-business Collaboration) ▶P.023

Seven Competitive Strengths ▶P.022

Smelting & Refining

Recycling

Marketing and sales

Manufacturing

Inventory management

Equipment management





Corporate governance

that supports sustainable value creation