

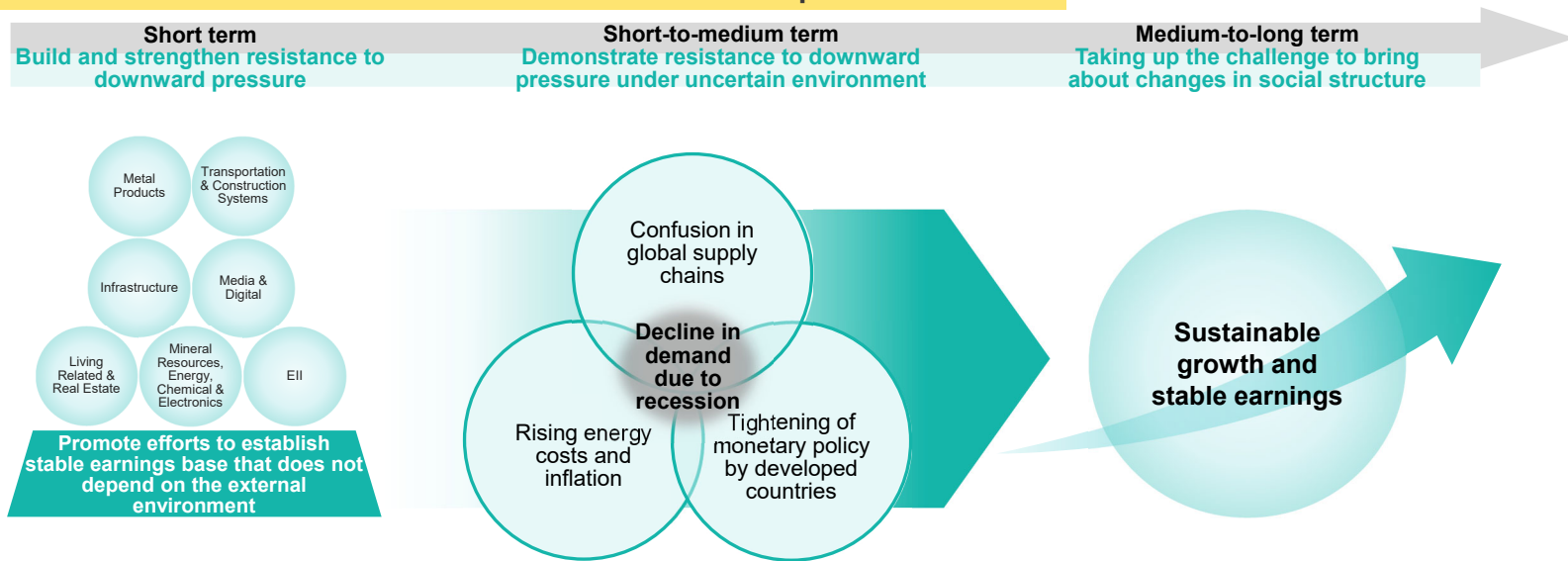
# Increasing the Corporate Value for Realization of Sustainable Society

Representative Director, President and Chief Executive Officer,  
Masayuki Hyodo

# Responding to Changes in the Business Environment

- We have enhanced our earning power by steadily executing structural reforms. For the Metal Products Business Unit and Transportation & Construction Systems Business Unit presented today, we were able take in the effect of market upturn and recovery.
- Although there will be some business that possibly affected by changes in the business environment, we will firmly maintain the earnings base that we have built up through structural reforms.

## Outlook of the business environment and Sumitomo Corporation's actions



# Toward Greater Effectiveness of Structural Reforms

[Enhancing earning power and resistance to downward pressure]

We will establish structurally strong businesses with resistance to downward pressure that can minimize losses and create expected profits in overall portfolio under any environments.

▶ Toward increasing our corporate value, we will lift earning levels to levels that meet market expectations and aim for greater.

**Sumitomo Corporation's management base that guarantees the effectiveness of various efforts under structural reforms**

1

**Strong relationships of trust with operating companies that maximize the Group's value**

2

**Strong relationships with customers built over many years**

# Our Value Creation Model

