

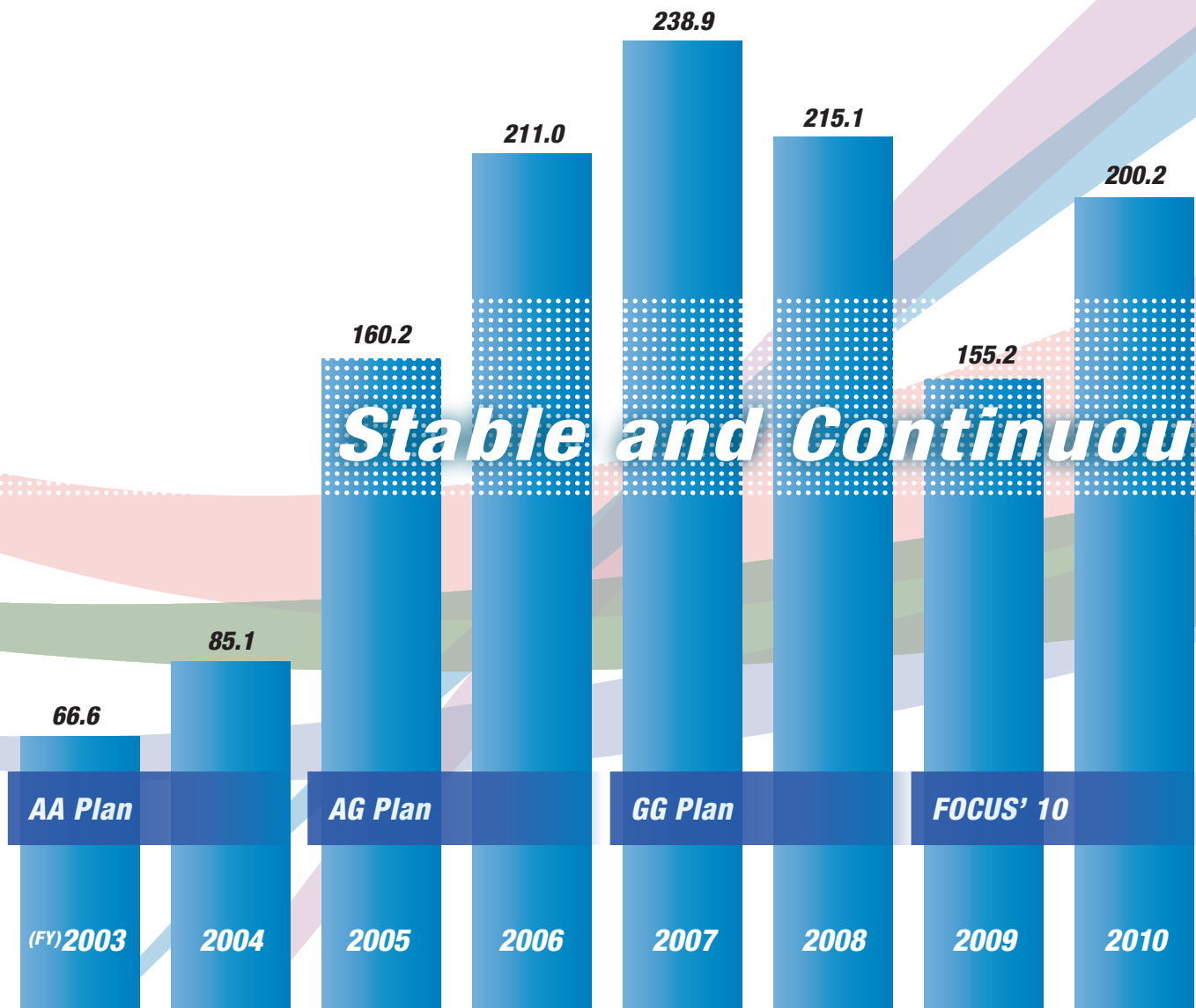
# ***What We Aim to Be in 2019, Our Centennial Year Be the Best, Be the One***

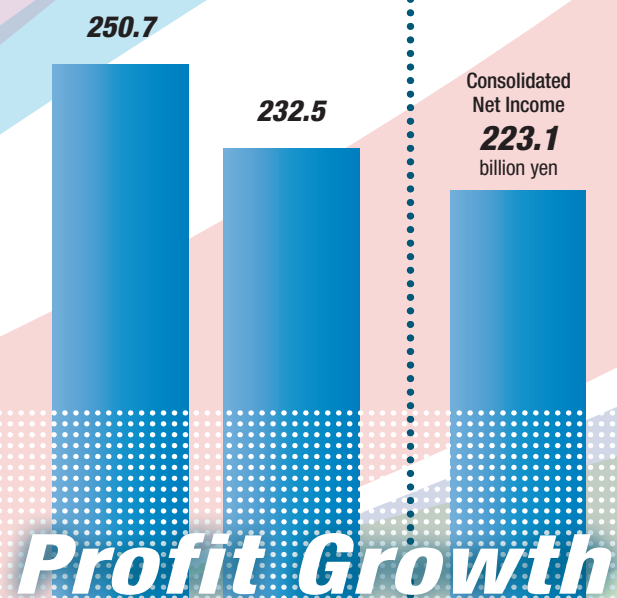
## **Building a foundation for stable, sustainable growth over the next 50 years, 100 years, and beyond**

The Sumitomo Corporation Group to date has continued to grow, adapting flexibly to various changes in business environments along the way. Those business environments enveloping the Group, however, are forecast to change both dramatically and erratically as the years go by.

To achieve stable, sustainable growth under these environments, a medium-to-long-term vision will be required. The Sumitomo Corporation Group has set a vision of “What We Aim to Be in 2019, Our Centennial Year” (Be the Best, Be the One) to take the initiative of building a foundation for stable, sustainable growth for the next 50 years, 100 years, and beyond.

“Be the Best, Be the One 2014” (BBBO2014) medium-term management plan we are currently implementing is the first important step in making our vision of “What We Aim to Be” a reality.





Medium-term management plan

# Be the Best, Be the One 2014

Heading for an even higher level of profit growth by thorough enhancement of our earning power.

■ Basic Policy

An even higher level of profit growth

Aims of "Be the Best, Be the One 2014"

Thorough enhancement of our earning power → P8, P22

Stimulate the metabolism of our business portfolio from a medium-to-long-term perspective

Pursue and combine our strengths and capabilities

Management base that supports earning power → P18

Strengthen management abilities for business investment

Strengthen foundations of overseas regional organizations

Maintain financial soundness

Develop and deploy human resources required to achieve our vision

This medium-term management plan for fiscal 2013 and 2014 (April 2013 through March 2015) covers the first two years of our journey to achieve our vision of what we aim to be. We have positioned the two years covered by this plan as the stage for advancing to an even higher level of profit growth. By thoroughly enhancing our earning power and strengthening the management base that supports it, we will construct a solid earnings base while maintaining financial soundness.

## Sumitomo Corporation Group's Strength

The Sumitomo Group's growth has long been underpinned by Sumitomo's Business Philosophy, which has been passed down, maintained and followed faithfully for more than 400 years since the Group's founding. Relying on this Business Philosophy and the Corporate Mission Statement stemming from it as a touchstone to the value judgments, the Sumitomo Corporation Group has maintained a basic policy of aiming for "earnings expansion" while maintaining "management stability." Such an approach to business is also firmly affixed in our BBB02014 medium-term management plan.



## What We Aim to Be in 2019, Our Centennial Year

[Quantitative picture]

Consolidated net income

**¥400** billion or more

Total assets

**¥9~10** trillion

**We aim to build a solid earnings base  
and aim for an even higher level of  
profit growth while  
maintaining financial soundness.**

Consolidated  
Net Income  
**223.1**  
billion yen

**Growth**

**BBB02014**

**2013**

**2014**

**2019**

## Editorial Policy / Contents

The Sumitomo Corporation Group aims to “Be the Best, Be the One” by implementing its Corporate Mission Statement. This means that as an organization we aim to be a corporate group that is recognized by society, creating value that nobody else can match in ways befitting our distinctive identity. The universal and unchanging value and foundation for our endeavors is Sumitomo’s Business Philosophy, which teaches us to place prime importance on integrity and sound management, and not to pursue easy gains.

Starting with our Annual Report 2013 for the fiscal year ended March 31, 2013, we have integrated information previously included in the Report on Responsibility & Sustainability toward realizing our CSR initiatives. We did this to communicate more clearly and effectively our management stance of taking steps toward stable, sustainable corporate value enhancement over the medium and long term. In addition to the Sumitomo Corporation Group’s strengths, growth strategy, and earnings reports, we present information on our corporate governance system, environmental and social initiatives, and other moves targeting stable, sustainable growth. We hope this will help readers to better understand the Sumitomo Corporation Group.

### » Investor Relations Website

This website contains up-to-date information including IR news and timely disclosures.  
<http://www.sumitomocorp.co.jp/english/ir/>

### » Social Responsibility Website

This website contains details about Sumitomo Corporation’s environmental and social initiatives.  
<http://www.sumitomocorp.co.jp/english/csr/>

### Scope of the Report

- Period covered: April 1, 2013 to March 31, 2014  
(Some activities starting on or after April 1, 2014 are included.)
- Organizations covered: Sumitomo Corporation and the Sumitomo Corporation Group
- Previous publications: September 2013
- Next publication: In the fall of 2015.

### Referenced Guidelines

- ISO 26000 (Guidance on Social Responsibility)
- Charter of Corporate Behavior (September 14, 2010), Nippon Keidanren (Japan Business Federation)
- GRI Sustainability Reporting Guidelines 2006, Global Reporting Initiative
- “Environmental Reporting Guidelines 2012 issued by Ministry of the Environment, Government of Japan
- “Environmental Accounting Guidelines 2005” issued by Ministry of the Environment, Government of Japan

### Cautionary Statement Concerning Forward-looking Statements

This report includes forward-looking statements relating to our future plans, targets, objectives, expectations, and intentions. The forward-looking statements reflect management’s current assumptions and expectations of future events and, accordingly, they are inherently susceptible to uncertainties and changes in circumstances and are not guarantees of future performance. Actual results may differ materially, for a wide range of possible reasons, including general industry and market conditions and general international economic conditions. In light of the many risks and uncertainties, you are advised not to put undue reliance on these statements. The management targets included in this report are not projections, and do not represent management’s current estimates of future performance. Rather, they represent targets that management strives to achieve through the successful implementation of the Company’s business strategies. The Company may be unsuccessful in implementing its business strategies, and management may fail to achieve its targets. The Company is under no obligation—and expressly disclaims any such obligation—to update or alter its forward-looking statements.

## Lead Feature: What We Aim to

**4-25**

### Section 1

#### Management Strategy and Achievements

We explain the initiatives in the Group’s medium-term management plan “Be the Best, Be the One 2014” (BBB02014) forming a foundation for making “What We Aim to Be” a reality.

**26-51**

### Section 2

#### Overview of Operations

General Managers of each business unit outline steps toward realizing BBB02014 and “What We Aim to Be,” disclose their goals and actions in each core business field, and describe the status of their unit’s major projects.

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### Section 3

#### Structures to Support Business Activities

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### Section 4

#### Corporate Information

## Be in 2019, Our Centennial Year

Message from the President:  
To Our Stakeholders

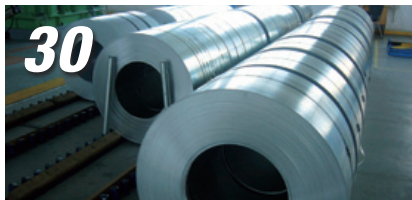


Feature: Thorough Enhancement of Our Earning Power  
Expansion in Scope of the Automotive Business to  
Enhance an Earnings Pillar



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Metal Products



Transportation & Construction Systems



Environment & Infrastructure



Media, Network, Lifestyle Related Goods & Services



Mineral Resources, Energy, Chemical & Electronics



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