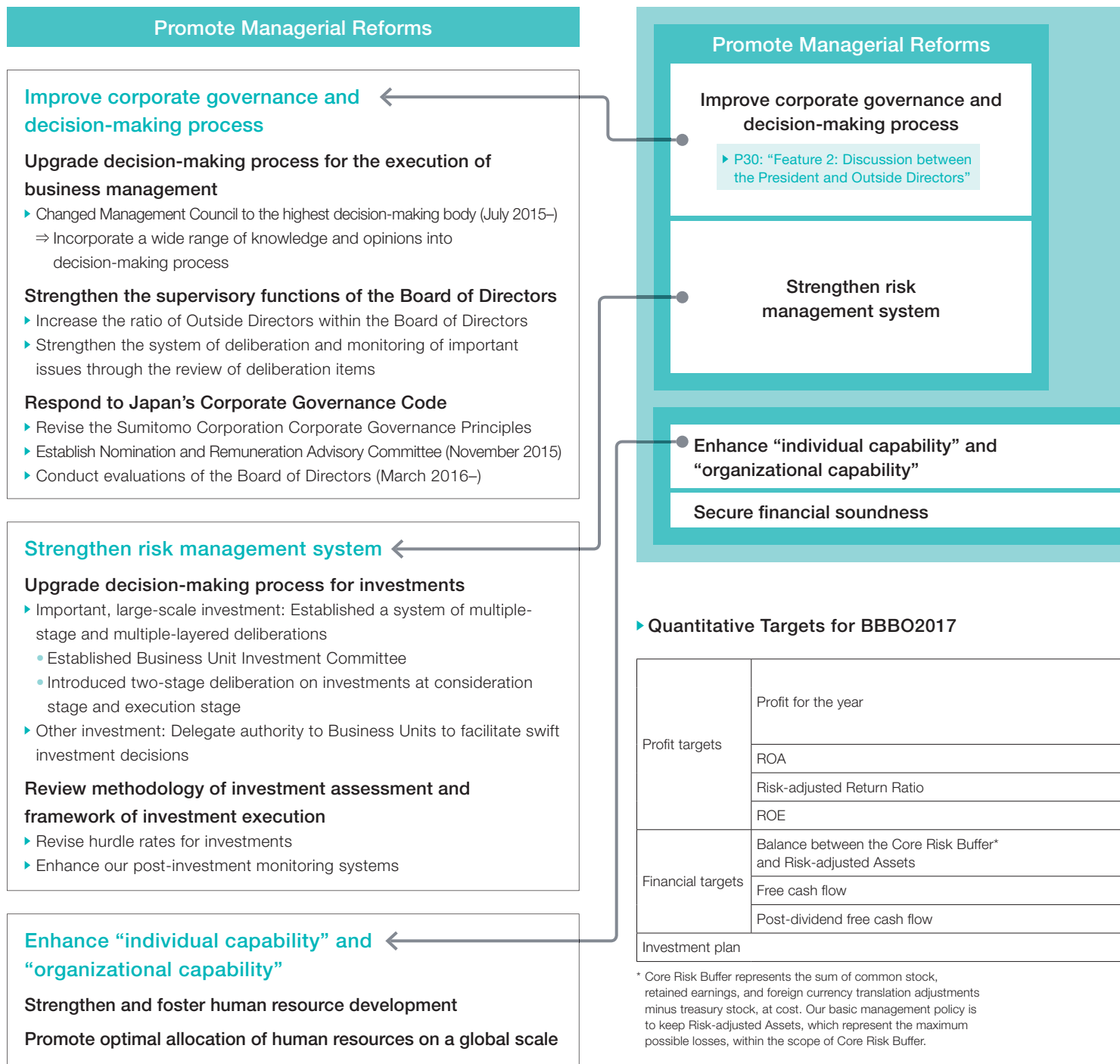


Promoting Our Medium-Term Management Plan—BBBO2017

In our medium-term management plan “Be the Best, Be the One 2017 (BBBO2017),” we have been promoting managerial reforms and growth strategies, enhancing “individual capability” and “organizational capability,” and securing financial soundness based on the theme of making Groupwide efforts in overcoming issues and outlining a path toward the realization of “What We Aim to Be in 2019, Our Centennial Year,” in light of changes in the environments that surround our businesses as well as managerial issues that manifested in large-scale impairment losses in fiscal 2014.



Promote Growth Strategies

Promote Companywide growth strategies

Focus on three fields where we have strength: Automobile & Transportation Systems-related, Lifestyle & Information services, and Infrastructure

Encourage cross-organizational collaboration

Enhance structure for advancing projects as Companywide efforts in fields and regions with high growth potential (energy-related, automobile manufacturing-related, IoT, AI-related, etc.)

Improve policies for upstream mineral resources & energy businesses

Maintain focus on enhancing profitability in nickel project in Madagascar and copper and molybdenum mining project in Chile

Bolster earning power of existing businesses through ongoing cost reductions

Sell assets suffering from relative decreases in competitiveness

▶ Optimize portfolio

Implement measures for increasing capabilities and improving the quality of establishment of strategies and decision making

Promote Growth Strategies

Promote growth strategies in each division

Promote Companywide growth strategies

▶ P24: "Feature 1: Value Creation in Myanmar"

Improve profitability of existing businesses
Continue stimulation of business portfolio metabolism

Improve policies for upstream mineral resources & energy business

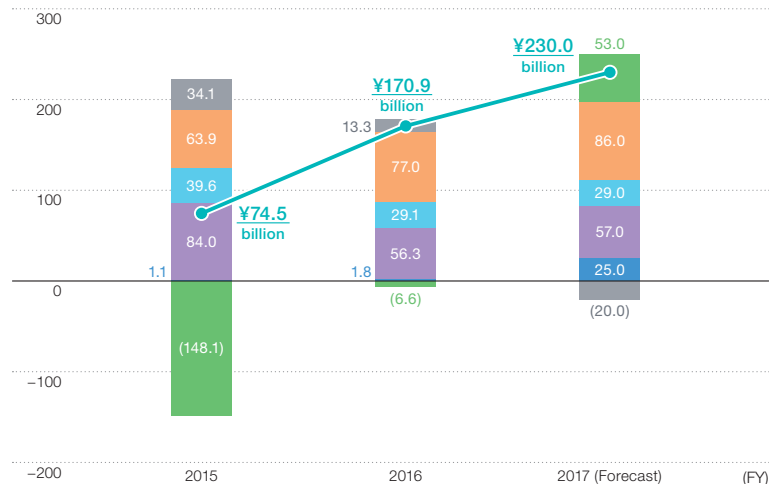
▶ P18: "Message from the Chief Financial Officer"

▶ P42: "Human Resource Management"

▶ P18: "Message from the Chief Financial Officer"

▶ Profit for the Year of Each Segment (Global basis)

Billions of yen



■ Metal Products ■ Transportation & Construction Systems ■ Environment & Infrastructure
■ Media, ICT, Lifestyle Related Goods & Services ■ Mineral Resources, Energy, Chemical & Electronics
■ Consolidated and Eliminations ■ Consolidated

Fiscal year / Period	Initial plan (May 2015)	Revised plan (May 2017)
Fiscal 2015	¥230.0 billion	¥74.5 billion (Result)
Fiscal 2016	—	¥170.9 billion (Result)
Fiscal 2017	¥300.0 billion or more	¥230.0 billion
Fiscal 2017	3.0% or more	2.5% or more
Fiscal 2017	10.0% or more	9.0% or more
Fiscal 2017	Around 10.0%	Around 9.0%
By the end of Fiscal 2017	Regain balance	Regain balance
3-year total	¥200.0 billion	¥700.0 billion
3-year total	Positive	¥500.0 billion
3-year total	¥1.2 trillion	¥1.0 trillion

Message from the Chief Financial Officer



Heading into the Final Year of the Medium-Term Management Plan

Sumitomo Corporation is aiming to accomplishing the goals put forth in its medium-term management plan, **Be the Best, Be the One 2017 (BBBO2017)**, to secure financial soundness and to build the management foundations necessary for further growth.

Koichi Takahata

Representative Director, Senior Managing Executive Officer
Chief Financial Officer

In fiscal 2016, the second year of BBBO2017, Sumitomo Corporation posted consolidated profit for the year of ¥170.9 billion and basic profit of ¥226.7 billion, both figures that exceeded our initial targets. Although part of this success can be attributed to external factors such as higher mineral resource prices, I believe that the Company's earnings power is steadily recovering. Accordingly, in fiscal 2017 we are projecting increases in both consolidated profit for the year and basic profit, which are forecast to reach ¥230.0 billion and ¥260.0 billion, respectively.

Meanwhile, we anticipate a three-year aggregate of ¥500.0 billion for post-dividend free cash flow. These funds are planned to be used to repay interest-bearing liabilities in order to improve our financial position. In fact, post-dividend free cash flow for the past two years came to roughly ¥550.0 billion. Cash flows generated through business activities and asset replacement are used for investments and dividends. This approach has also been followed in each business unit. Moreover, we plan to conduct investments for future sustainable growth totaling ¥1.0 trillion over the three-year period of BBBO2017; ¥610.0 billion of this amount was carried out over the past two years. In making such investments, we review the projects by considering whether or not we can leverage our strengths to grow its business, in addition to factors such as individual business conditions, and the operating environment.

At the same time, we are pursuing efforts to regaining the balance between Core Risk Buffer and Risk-adjusted Assets,* which is a principal indicator for the Company's management. When BBBO2017 was launched on April 1, 2015, the amount of Risk-adjusted Assets exceeded the amount of Core Risk

Buffer by ¥140.0 billion. Although Risk-adjusted Assets were still larger than Core Risk Buffer on March 31, 2017, this gap had shrunk as a result of asset replacement and an increase in retained earnings over the past two years, bringing these two items closer to a balanced level. We aim to improve the balance between Core Risk Buffer and Risk-adjusted Assets by March 31, 2018, through the achievement of our profit and cash flow targets.

We also put a high priority on enhancing risk management right alongside securing financial soundness. In order to manage our operations in a reliable manner, we need to control risks and make the investment successful. Under BBBO2017, Sumitomo Corporation has structured a framework in relation to large-scale investment through which deliberations are held when an investment candidate is examined and when it is executed. This framework thus ensures that our broad-ranging experience and insights are fully leveraged in these investments while also allowing for more varied and in-depth discussions to take place. We have also enhanced our framework for following up on investments that have been executed. For example, with regard to Fyffes plc, an international produce marketer and distributor acquired in fiscal 2016, we have assigned personnel from overseas regions to this company in a Groupwide effort to guarantee success.

Fiscal 2017 will be the final year of the BBBO2017 medium-term management plan. Sumitomo Corporation is aiming to accomplish the goals put forth in the medium-term management plan, while securing financial soundness and returning the Company to the growth track.

* Keeping Risk-adjusted Assets within the scope of Core Risk Buffer prevents the Company from incurring excessive risks; see page 21 for details.

Profit Targets and Performance

▶ Results for FY2016 and Forecasts for FY2017

Billions of yen	FY2015	FY2016	FY2017 (Forecast)
Profit for the year	74.5	170.9	230.0
Basic profit* ¹ (excluding impairment losses)	193.2	226.7	260.0
▶ Mineral resources* ²	(9.5)	16.1	30.0
▶ Tubular products* ²	(6.1)	(12.5)	0
▶ Non-mineral resources	208.7	223.1	230.0
One-off profits/losses	Approx. (120.0)	Approx. (46.0)	Approx. (20.0)

Results for FY2016

▶ Mineral resources

- Increase in earnings due to higher commodity prices, cost reductions, and an increase in sales volume

▶ Tubular products

- Decrease in earnings due to the drop in crude oil prices

▶ Non-mineral resources

- Stable performance by domestic major Group companies in the Media, ICT, Lifestyle Related Goods & Services segment and the real estate business
- Stable performance in the leasing business
- Decrease in the earnings of ship business (lackluster shipping market)

▶ One-off profits/losses

- Impairment loss in the Copper-molybdenum mining business in Chile (¥33.6 billion), tax provisions in the silver-zinc-lead mining project in Bolivia, etc.

Forecasts for FY2017

▶ Mineral resources

- Increase in earnings due to higher commodity prices

▶ Tubular products

- Recovery in the second half along with a gradual increase in rig counts

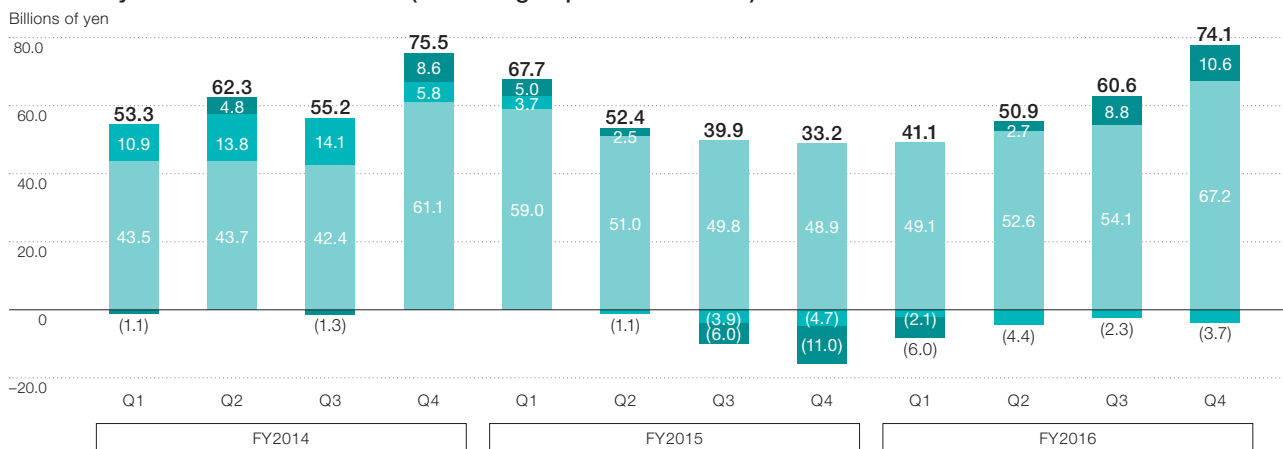
▶ Non-mineral resources

- Stable performance in core businesses, including domestic major Group companies in the Media, ICT, Lifestyle Related Goods & Services segment and the real estate business, etc.
- Progress in the development and construction of new large-scale projects in the power infrastructure business

▶ One-off profits/losses

- Costs for strategic assets replacement (¥20.0 billion)

▶ Quarterly Trend for Basic Profit*¹ (excluding impairment losses)

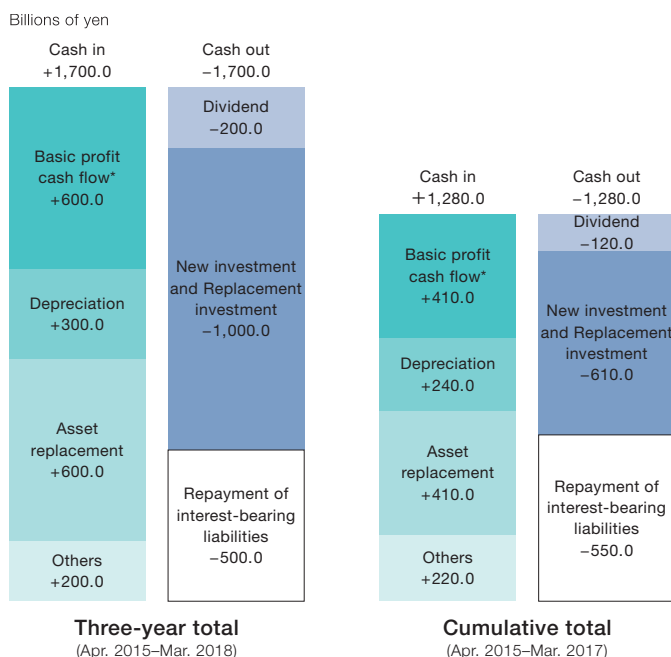


■ Mineral resources*² ■ Tubular products*² ■ Non-mineral resources

*¹ Basic profit = (Gross profit + Selling, general and administrative expenses [excluding provision for doubtful receivables] + Interest expense, net of interest income + Dividends) × (1 - Tax rate) + Share of profit (loss) of investments accounted for using the equity method

*² Global basis, including operations in Overseas Subsidiaries and Branches segment (reference)

Progress on Cash Flow Targets



Cash Flow Results

▶ Basic profit cash flow

(Plans: ¥600.0 billion / Results: ¥410.0 billion)

- Core businesses generated cash steadily

▶ Asset replacement and others

(Plans: ¥800.0 billion / Results: ¥630.0 billion)

- Collection from large-scale asset replacement FY2016:

Sale of interests in Batu Hijau Copper Gold Mine in Indonesia

Sale of all shares in Soukai Drug Co., Ltd., etc.

- Continue replacements steadily

▶ New investment and replacement investment

(Plans: ¥1,000.0 billion / Results: ¥610.0 billion)

- Executed investments for growth

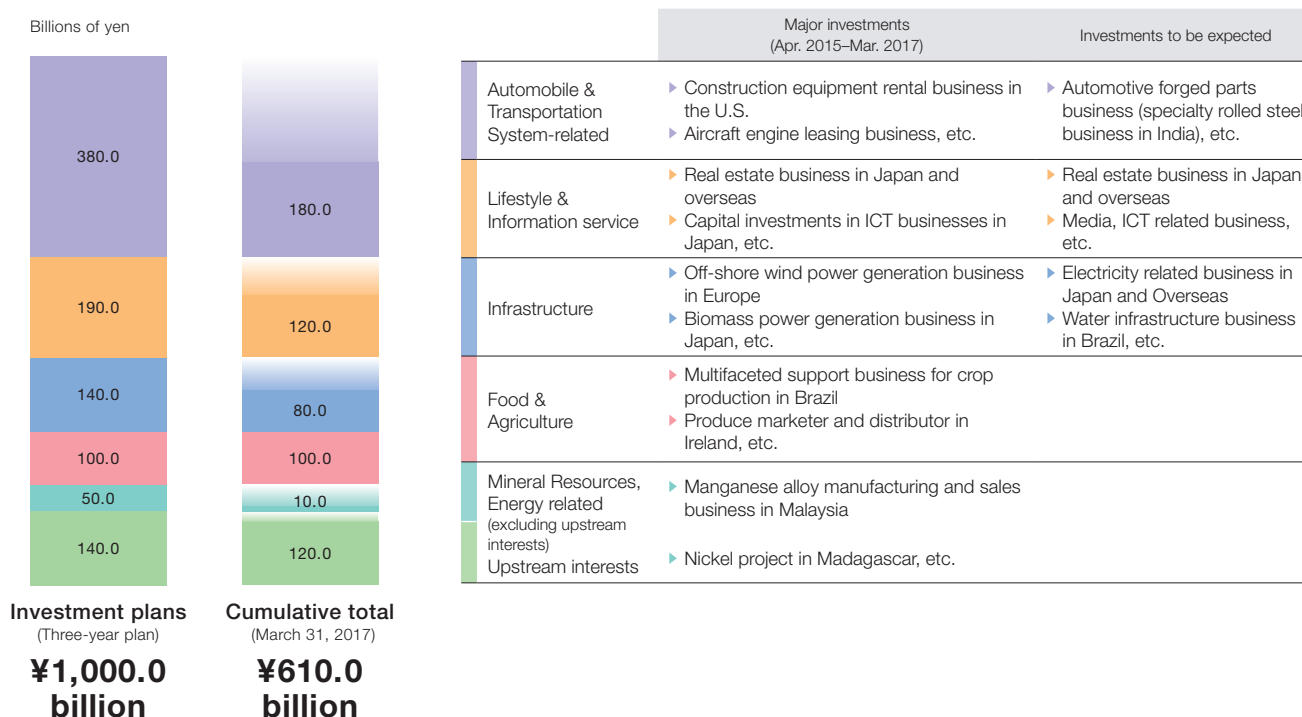
FY2016:

Acquisition of Fyffes in Ireland

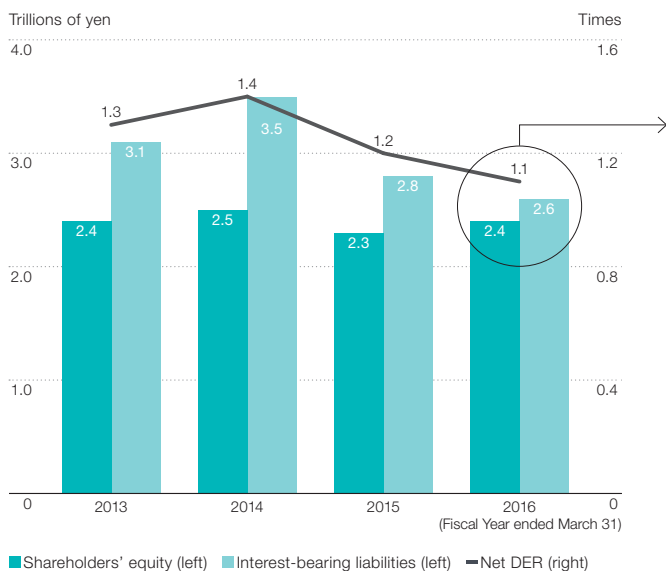
Acquisition of office buildings in the U.S., etc.

* Basic profit cash flow = Basic profit – Share of profit (loss) of investments accounted for using the equity method + Dividend from investments accounted for using the equity method

Progress on Investment Plans



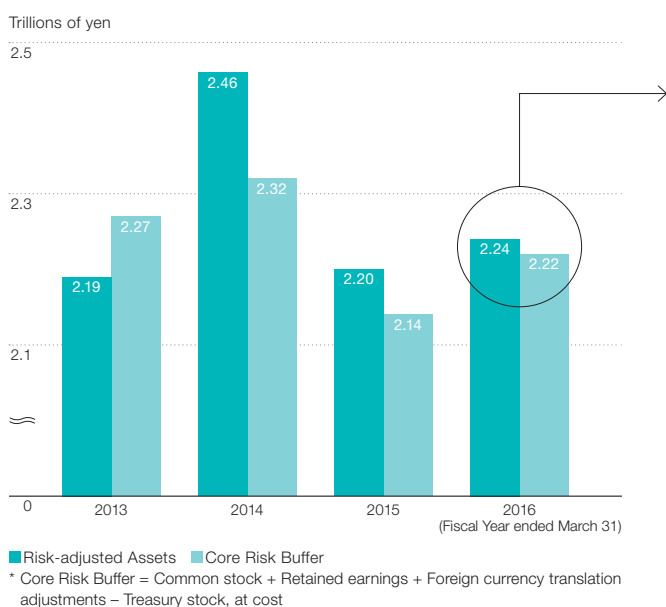
Financial Position



Figures as of March 31, 2017

- ▶ Shareholders' equity: ¥2,366.5 billion
 - Up ¥115.0 billion year on year due to an increase in retained earnings, etc.
- ▶ Interest-bearing liabilities (net): ¥2,627.9 billion
 - Down ¥142.4 billion year on year
- ▶ Debt-equity ratio (net): 1.1 times
 - Down 0.1 times year on year

Balance between Core Risk Buffer* and Risk-adjusted Assets

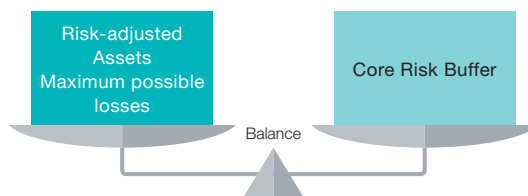


Balance as of March 31, 2017

- Core Risk Buffer (RB): ¥2,220.0 billion
- Risk-adjusted Assets (RA): ¥2,240.0 billion
- Core RB - RA: -¥20.0 billion

Billions of yen	2013	2014	2015	2016
Core RB - RA	+70.0	(140.0)	(60.0)	(20.0)

(Fiscal Year ended March 31)



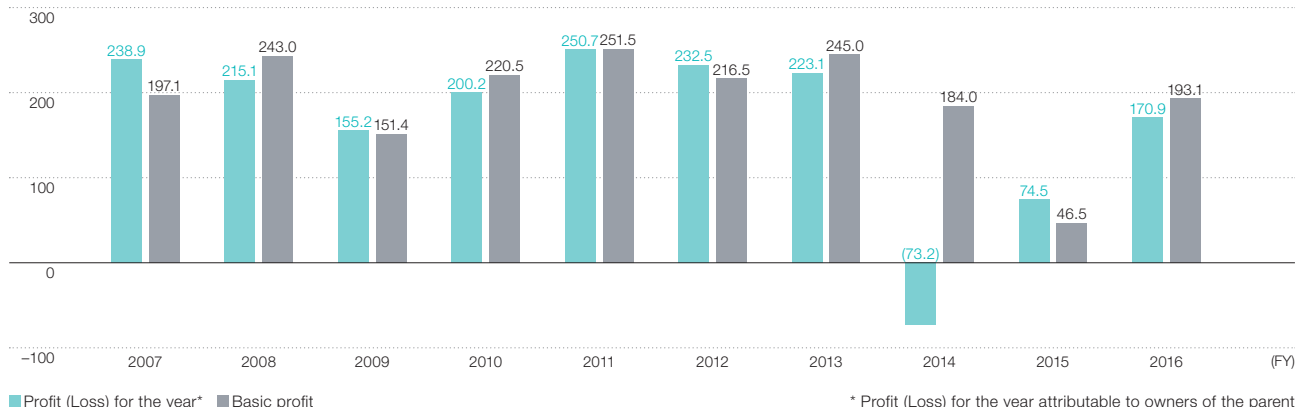
Financial Highlights

▶ For details, please refer to Sumitomo Corporation's fact book.

We have prepared consolidated financial statements in accordance with U.S. GAAP for fiscal 2009 and earlier and International Financial Reporting Standards (IFRS) for fiscal 2010 and later.

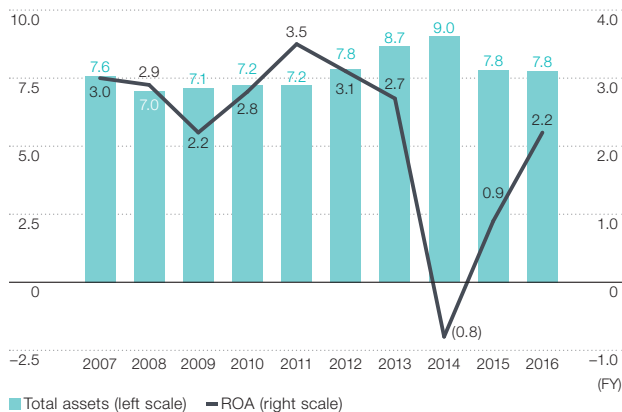
▶ Profit (Loss) for the Year* and Basic Profit

Billions of yen



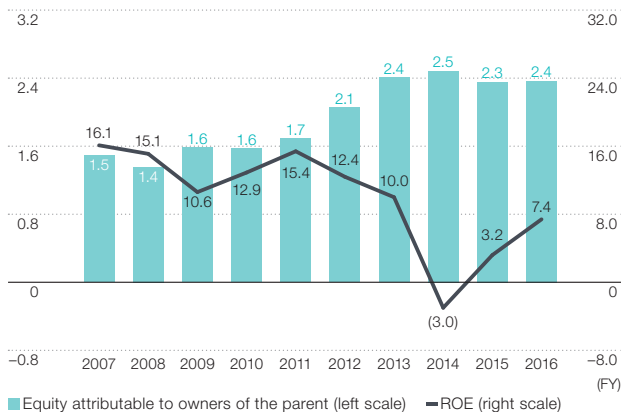
▶ Total Assets and ROA

Trillions of yen



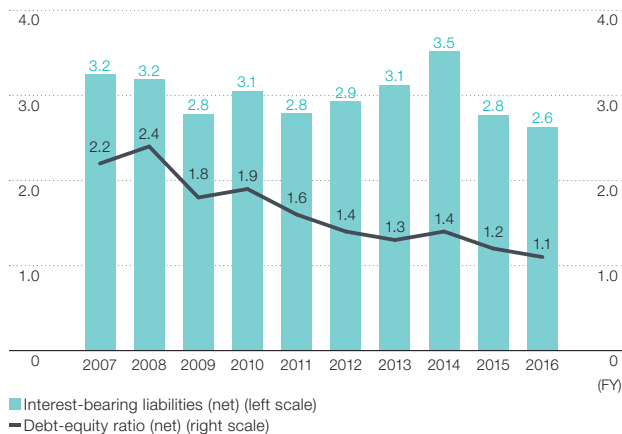
▶ Equity Attributable to Owners of the Parent and ROE

Trillions of yen



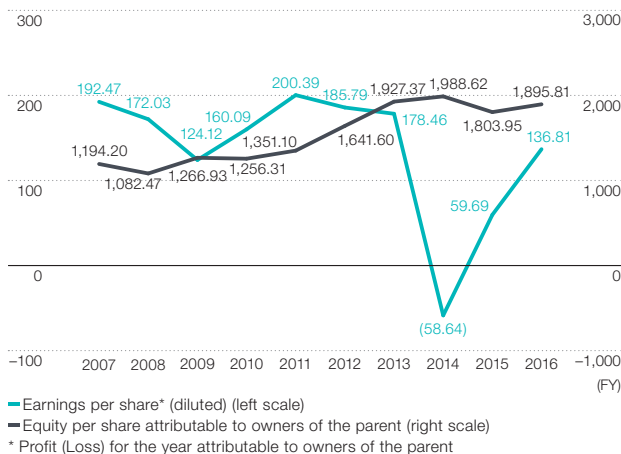
▶ Interest-Bearing Liabilities (Net) and DER (Net)

Trillions of yen



▶ Earnings per Share* (Diluted) / Equity per Share Attributable to Owners of the Parent

Yen



ESG Highlights

Scope: Head Office and domestic offices and branches for which data can be collected

▶ Environmental Performance Data (Total Amount for Each Fiscal Year)	2013	2014	2015	2016*6,7
Electricity Consumption (1,000kWh)*1	7,859	7,547	7,490	7,278
CO ₂ Emissions (at offices)*2 (t-CO ₂)	5,626	5,252	5,145	4,609
CO ₂ Emissions (from logistics)*3 (t-CO ₂)	7,227	6,877	8,971	7,420
General Waste Emissions*4 (t)	423	378	342	324
Water Consumption*4 (m ³)	30,471	27,734	24,732	22,054
Paper Consumption (1,000 sheets)*5	30,646	29,832	28,975	25,681

*1 Sumitomo Corporation has set a target of reducing electricity consumption per square meter in exclusive area by an average of at least 1% annually. We will seek to reduce electricity consumption by more than 20% in fiscal 2035 compared to fiscal 2013 (the base year). (25% reduction in electricity consumption)

*2 If Sumitomo Corporation achieves its target for electricity consumption reduction, this achievement will effectively reduce the Company's CO₂ emissions by 45% in fiscal 2035 compared to fiscal 2013 (the base year). As for the breakdown of CO₂ emissions in fiscal 2016, Scope 1 emissions were 175 t-CO₂ and Scope 2 emissions were 4,435 t-CO₂. The above figures indicate total amounts of CO₂ emissions stemming from use of electricity, utility gas, and district heat (cooling/heating water).

*3 CO₂ emissions from logistics include the transport of cargo within Japan for which Sumitomo Corporation is the cargo owner, as stipulated in the Act on the Rational Use of Energy. Sumitomo Corporation has set a target of improving efficiency in the use of energy due to domestic transportation by 1% annually.

*4 Sumitomo Corporation has set a target of reducing general waste emissions per employee by an average of at least 1% annually from the base year of fiscal 2010.

*5 Calculated based on the purchase cost of office paper and the unit price of A4-size paper

*6 Figures for fiscal 2016 are preliminary figures that have yet to be submitted for third-party verification.

*7 From fiscal 2016, Sumitomo Corporation will use the actual, pre-adjustment emission coefficients of individual power companies for its CO₂ emissions coefficients.

▶ Employee Data (As of March 31 of Each Fiscal Year)	2013	2014	2015	2016		
Employee Data	Number of Employees (Consolidated Basis)	74,638	75,448	66,860	70,900	
	Number of Employees (Non-Consolidated Basis)*8	5,449	5,371	5,389	5,342	
	Ratio of Differently Abled Employees to Total Employees*9	2.08%	2.15%	2.12%	2.13%	
	Number of Female Managers	59	78	107	143	
	Ratio of Female Managers to Total Managers	2.16%	2.88%	3.87%	5.05%	
Working Styles	Average Monthly Overtime Hours	11.36	13.02	12.19	11.29	
	Average Annual Days of Paid Vacation Acquired	10.6	10.4	10.9	12.7	
	Spouse maternity leave	80	86	80	76	
	Leave to look after a sick child	128	135	161	200	
	Number of individuals acquiring childcare leave		24	40	51	54
		Men	1	—	2	5
		Women	23	40	49	49
Number of individuals using shortened work hour system	93	101	99	121		
Human Resource Development	Number of Employees Dispatched Overseas	1,038	1,087	1,099	1,112	
	Number of Employees Undergoing Training Overseas	119	93	97	82	
	Number of Employees Participating in Training	10,978	12,283	12,351	11,868	
	Total Number of Lectures	309	311	320	321	

*8 Figures include employees at overseas offices of the Company.

*9 Figures are as of June 1 of each fiscal year.

▶ Corporate Governance Data (As of March 31 of Each Fiscal Year)	2013	2014	2015	2016
Number of Directors	12	12	13	14
Number of Internal Directors	10	10	10	10
Number of Outside Directors	2	2	3	4

See ▶ "Feature 2: Discussion between the President and Outside Directors" on page 30 for numbers of directors after the Ordinary General Meeting of Shareholders held in June 2017.