「GG Plan」 (FY2007-FY2008)

May 11, 2007 Sumitomo Corporation



I am Motoyuki Oka, president and CEO of Sumitomo Corporation.

Thank you very much for attending our financial results meeting.

After summarizing the AG Plan, I will explain the GG Plan, our new medium-term management plan.

Summary of the AG Plan		
Achieved Quantitative Targ Net income 230 billion yen (2		rn of 7.5% or over
[Net Income]		
	(Result)	(Initial Plan)
■ 2-year total (FY2006 FY2005	371.2 billion yen 211.0 billion yen160.2 billion yen	230.0 billion yen
[Risk Return]		
2-year average	(Result) <u>15.8%</u>	(Initial Plan) 10.2%
Sumitomo Corporation		

First, let me give a summary of the AG Plan.

The two-year total net income amounted to 371.2 billion yen, surpassing the initial target of 230 billion yen.

Net income for the single year of fiscal 2006 was 211 billion yen, a record high for the fourth consecutive year.

Also, the two-year average risk-adjusted return stood at 15.8%, exceeding the initial target of 10.2%.

I evaluate that the efforts we made to select and concentrate businesses which we have been pursuing continuously and to expand our earnings base through dynamic growth strategies under the AG Plan are bearing fruits.

Summary of the Key Financial Ir		End of AG Plan	
(Unit: billion yen)	(March 31, 2005)	(March 31, 2007)	(Unit: billion yen)
Total assets	5,533.1	8,430.5	•Total Assets:+2,900 - Strategic investments, etc: +1,500
Total shareholders' equity	934.9	1,473.1	 Making SCL* a subsidiary: +1,400 Investments and loans: +900
Shareholders' equity ratio	16.9%	17.5%	[Tender offer of SCL: +200]
Interest-bearing liabilities (Net)	2,376.0	2,913.3	*SCL: Sumisho Lease Co., Ltd
Debt-equity ratio, net (times)	2.5	2.0	
ROE	10.2%	15.2%	
ROA	1.6%	2.8%	
Sumitomo Corporation			

Now you are looking at key financial indicators.

Under the AG Plan, we expedited "aggressive" management and actively increased profitable assets. As a result, total assets expanded by 2,900 billion yen in two years to 8,430 billion yen.

Shareholders' equity amounted to 1,470 billion yen, and shareholders' equity ratio stood at 17.5%. Interest-bearing liabilities rose 540 billion yen to 2,900 billion yen. However, owing to the steady buildup of shareholders' equity, debt-equity ratio, net improved to 2 times. ROE and ROA improved to 15.2% and 2.8%, respectively.

Under the AG Plan, we expanded the scale of operations and also strengthened the financial condition.

Summary of the AG Plan: Expansion of Earnings Base			
Increases in	n Risk Assets		
【Result】 <u>+465 billion yen (Net)</u> Including the rise in stock prices and the depreciation of yen: about +60 bill			
<major projects=""> [Metal Products] - Expanded steel service center operations (Japan) - Broadened the tubular products value chain (USA) [Transportation & Construction Systems] - Made Sumisho Auto Leasing a wholly-owned subsidiary - Expanded automobile finance business (Indonesia) [Machinery & Electric] - Overseas IPP/IWPP (Turkey, Bahrain, the Philippines)</major>	[Media, Electronics & Network] - J:COM: Acquired Cable West - United Cinemas: Acquired Japan AMC Theatres [Mineral Resources & Energy] - Uranium (Kazakhstan) - Silver/Zinc (Bolivia) - Oil (Norway) [Materials & Real Estate, Overseas Subsidiaries and Branches] - Acquired TBC Corporation (USA) [Others] - Made Sumisho Lease a subsidiary		

Now let me explain the progress of increasing risk assets.

During the two years of the AG Plan, risk assets increased by 465 billion yen, surpassing the initial target.

The main projects are as shown. Risk assets steadily increased in the core businesses of each segment and their surrounding fields. These efforts have already bore fruits in the earnings in Metal Products and Transportation & Construction Systems.

The reorganization of leasing operations and the acquisition of mineral resource interests, among other things, are expected to contribute to profit in the future.



Now, you are looking at risk assets and risk-adjusted return by segment.

Under the AG Plan, all segments achieved a risk-adjusted return of 7.5% or above. They also exceeded the ratios of the AA Plan, with the exception of Media, Electronics & Network.

In the segments of Metal Products; Transportation & Construction Systems; Mineral Resources & Energy; and Overseas Subsidiaries and Branches, the earnings base was strengthened and profitability improved substantially due to the active increase of profitable assets.



Now, you are looking at the trends in net income for each medium-term management plan by segment.

Under the AG Plan, four segments I mentioned earlier posted net income of more than 40 billion yen.

Machinery & Electric and Materials & Real Estate made significant improvements during the AG Plan.

These segments actively replaced low profit-yielding businesses and consequently improved profitability.

In addition, Machinery & Electric augmented income by steadily expanding the base in the power and water producer businesses while Materials & Real Estate increased income through consolidation of core businesses, such as the acquisition of TBC Corporation.



Since the "Reform Package" started 1999, Sumitomo Corporation has been expanding its earnings base and enhancing its corporate strength on an ongoing basis to secure a risk-adjusted return of 7.5%, which covers our shareholders' capital cost.

As you can see, the risk-adjusted return under the AG Plan improved to 15.8% partly due to an upturn in the operating environment including sharp rise in commodity prices.

GG Plan: Basic Policy & Quantitative Targets	
<basic policy=""> Pursuit of further improvement of quality heading for a new stage of growth ~Aiming to be a "Great & Growing Company" ~</basic>	
 [Focus of the GG Plan] Strengthen the accomplishments of the reform process since the Reform Package (FY1999~FY2000) and head for a new stage of growth [For Sustained Growth] Pursue improvement of quality and expansion of our earnings base in a balanced manner Steadily increase our return exceeding the shareholders' capital cost 	
<pre>[Targets] Risk return: 15% or over (2-year average) Net income: 470 billion yen (2-year total)</pre>	

Next, I will explain the basic policy of the GG Plan, the new medium-term management plan.

Under the GG Plan, we focus to strengthen the accomplishments of the reform process since the Reform Package (FY1999-FY2000) and head for a new stage of growth.

Under the AG Plan, we were anchored in aggressive management. Under the GG Plan, however, we will steadily improve return by pursuing improvement of quality and expansion of our earnings base in a well-balanced manner.

As for quantitative targets, we will aim for a two-year average risk-adjusted return of 15% or above. Our targets of net income for each year are 235 billion yen, making the two-year total 470 billion yen. Also, we plan to increase risk assets by 280 billion yen.



Under the GG Plan, we will establish a solid earnings base through the rigorous strengthening and expansion of our core businesses. At the same time, we will further improve our management quality and establish a solid foothold in order to pursue sustained growth.

Through these efforts, we will aim at establishing a structure under which we can stably realize a risk-adjusted return of 15% or above over the long term.

GG Plan: Outlook for k	Key Financia	I Indicators	
(Unit: billion yen)	End of AG Plan (March 31, 2007)	End of GG Plan (March 31, 2009) (Outlook)	(Unit: billion yen)
Total Assets	8,430.5	8,100.0	 Total Assets: -300 Strategic investments, etc.: +600
Shareholders' equity	1,473.1	1,850.0	 Reorganization of leasing operation: -900 Investments and loans: +600
Shareholders' equity ratio (%)	17.5%	around 22.8%	
Interest-bearing liabilities (net)	2,913.3	3,360.0	
Debt-equity ratio (net) (times)	2.0	around 1.8	
Risk assets	1,350.0	1,630.0	
Risk return (2-year average)	15.8%	15.6%	
Sumitomo Corporation			10

You are now looking at key financial indicators at the end of the GG Plan.

Total assets at the end of March 2009 are expected to be 8,100 billion yen.

We expect an increase of approximately 600 billion yen through strategic investments and loans, and a decrease of about 900 billion yen as a result of the reorganization of leasing operations.

Meanwhile, shareholders' equity is expected to reach 1,850 billion yen and shareholders' equity ratio is expected to rise to 22.8%. Although interest-bearing liabilities are forecast to expand by about 450 billion yen to 3,360 billion yen,

debt-equity ratio, net is expected to improve to 1.8 times.

Risk assets are anticipated to increase to 1,630 billion yen while the risk-adjusted return will be 15.6%.



We have been using the risk-adjusted return as the financial indicator for our management plan, and endeavoring to continuously improve the ratio. We believe that improving the risk-adjusted return over the long term will lead to the improvement of ROE and ROA.



As shown, the GG Plan calls for increasing risk assets by 280 billion yen in two years.

As in the AG Plan, we will pursue the expansion of our earnings base by increasing profitable assets in our core businesses and their surrounding fields of each segment.

In addition, we will further strengthen our financial condition and pay close attention to the balance of risk assets against our core risk buffer, which is risk buffer less unrealized gains and losses.



This graph groups risk assets by risk-adjusted return.

Upon completion of the AG Plan at the end of fiscal 2006, risk assets with a risk-adjusted return of 7.5% or above expanded to 74% while risk assets with a risk-adjusted return of 7.5% or less contracted to 26%.

Under the GG Plan, we will continue to increase profitable assets while continuously replacing assets. At the same time, we will further raise the quality of assets by enhancing the value of existing businesses. As a result, risk assets with a risk-adjusted return above 7.5% are expected to account for 80% of the total upon completion of the GG Plan.



Under the GG Plan, we strategically reorganized our 9 business units into 8 with an eye to further exerting our integrated corporate strength.

Let me briefly explain the main points of this reorganization.

In Media, Network & Lifestyle Retail, we integrated retail-related businesses and mediaand network-related businesses in order to create and provide new values corresponding to the diverse lifestyles of consumers.

In Chemical & Electronics, we aim at expanding our value chain by consolidating businesses related to materials and parts for the electronics industry.

As for General Products & Real Estate, we will strengthen development, production, and marketing businesses related to daily life.



Next you are looking at the outlook for risk assets and risk return by segment.

We sill continue expanding our earnings base while maintaining a risk-adjusted return of at least 15% in Metal Products; Transportation & Construction Systems; Mineral Resources & Energy; and Overseas Subsidiaries and Branches which contributed under the AG plan to companywide earnings.

In Infrastructure and General Products & Real Estate, we will simultaneously pursue improvement of profitability and expansion of the earnings base.



This graph depicts the trends in net income by segment for each medium-term management plan based on the new organization.

Our outlook calls for an increase in net income for all segments under the GG Plan.

In Transportation & Construction Systems; Mineral Resources & Energy; and Overseas Subsidiaries and Branches, we anticipate net income upwards of 60 billion yen.

Also, in addition to Metal Products, Infrastructure; Media, Network & Lifestyle Retail; and General Products & Real Estate will augment net income to the 40 billion yen level on the strength of an expansion of the earnings base.

We expect our stable business portfolio, which has the characteristic of not being concentrated in certain fields, to be further strengthened.



Now let me explain the business strategy and focus areas of the GG Plan by segment.

In Metal Products, we will introduce management resources in energy- and automobilerelated areas for which demand is expected to grow. We have been displaying strength in tubular products supply chain management and steel service center operations and will further reinforce these areas.



In Transportation & Construction Systems, we will broaden the value chain in fields in which we hold an advantage, such as Sumisho Auto Leasing Corporation and overseas automobile financing business. At the same time, we will promote the replacement of assets in existing businesses, such as the dealership business, and endeavor to improve the quality of our business portfolio.



As for Infrastructure, we will strengthen and cultivate core businesses in order to further fortify our stable earnings base. We will further reinforce the power field, including power generation business and plant construction, which significantly contribute to earnings. In addition, we will aim at expanding the base of telecommunications and water-related businesses.



In Media, Network & Lifestyle Retail, we will expand the base and enhance the value of core companies in each of the fields shown, such as Jupiter Telecommunications and Jupiter TV. In addition, we will merge the retail and media businesses and aim at expanding the web retail business in undertaking retail operations more directly connected with consumers.



In Chemical & Electronics, we will seek to strengthen and expand the value chain extending from the supply of raw materials in upstream to EMS business in downstream. Moreover, in EMS business, we will carry out global operations not only in Asia but also in Europe and the United States.



In Mineral Resources & Energy, we will seek to acquire new interests in nickel and iron ore, among other minerals, in addition to existing interests. We will aim at expanding our balanced portfolio of interests in the upstream field that does not place too much emphasis on certain regions and products.



In General Products & Real Estate, we will strive to expand our portfolio of real estaterelated businesses, such as office buildings and commercial facilities leasing business and fund business. In the general products field, we will reinforce core businesses, such as tires, lumber and building materials.



In Financial & Logistics, we will seek to strengthen our earnings base through the upgrading of functions and services. In Financial Business, we will aim at expanding the base of investment-related businesses by utilizing our extensive information capability, know-how and network of an integrated trading company.

In Logistics, we will expand our logistics network in ASEAN and China and broaden our overseas industrial park business.



In the foregoing I have explained the activities being undertaken in each segment for the expansion of core businesses under the GG Plan. As I mentioned in the previous semiannual financial results meeting, I think it is crucially important to undertake efforts to improve the quality of management more than ever for the purpose of ensuring sustained growth.

To this end, we will carry out companywide efforts to:

- (1) "improve the quality of earnings base" through further moves on selection and concentration and enhancing the value of each business;
- (2) "improve the quality of operations" by improving capital efficiency and cash flow, further strengthen internal control, and ensuring legal compliance;
- (3) "improve the quality of Group management" by improving the management quality of Sumitomo Corporation Group; and
- (4) "improve the quality of human resources and working styles" by promoting the growth and vitality of Group employees.



Next, I will explain two companywide measures for supporting growth under the GG Plan.

We newly established the Value Integration Committee with a view to creating and cultivating new businesses that would become pillars of profit in the future for Sumitomo Corporation Group.

This is a constructive integration of former Companywide Project Promotion & Support Committee and New Technologies Committee aiming to support new businesses more strategically. We will undertake companywide initiatives, such as the web retail business explained earlier.

Also, in an effort to further strengthen our earning power on a global basis, we introduced the Regional Initiative Support System for the purpose of promoting the expansion of regionally original businesses.

Specifically, we will provide companywide support to enable regional organizations to pursue "multifaceted activities with leading local companies" and "reinforcement of cooperation among regional organizations" on their own initiative.



Furthermore, in order to solidify sustained growth, we will improve the quality of our business portfolio through the active replacement of assets.

To this end, we reviewed and raised the quantitative and qualitative criteria for investment principles, as well as systematized the integrated monitoring process from entry to exit.

At the time of entry and exit of investment, in addition to the previous quantitative standards, investment will be determined in accordance to the following four qualitative standards:

- Whether the investment is consistent with the strategy of the business unit;
- Whether a future growth strategy can be envisioned;
- Whether corporate governance and compliance are being thoroughly implemented; and
- Whether the company is operated self-reliantly.

As for the exit rule, we raise the profit standard from the previous level of 30 million yen to 50 million yen. We also introduced a profitability standard placing projects with a risk-adjusted return of less than 7.5% for three consecutive years on the list of exit candidates.



Next, I would like to explain the return to shareholders.

In addition to our basic policy of ensuring long and stable dividends, we have set the dividend amount by comprehensively taking into account consolidated financial results and other considerations.

The GG Plan is a stage of growth that aims at continuing the expansion of the earnings base for sustained growth. As such, after considering the balance of retained earnings for investment and dividend, we decided to maintain a payout ratio of 20%.

We will return the results of sustained profit growth to shareholders through dividend reflecting financial results.

If net income for fiscal 2007 reaches the target of 235 billion yen, annual dividend per share is expected to be 37 yen, representing a 4 yen increase from the 33 yen dividend for fiscal 2006.



I believe the sum total of "prosperity and dreams" to be realized for all stakeholders is the corporate value.

In the future also, we will put into practice the Management Principles and exert our integrated corporate strength, which is our core competence. By doing so, we will strive to maximize corporate value and therefore request the continued understanding and support of all our shareholders.

This concludes my explanation. Thank you for your attention.



Assumptions & Sensitivity

	Assumptions (Average)	FY2007 (Assumptions)	Sensitivity to net income [including hedge]	FY2006 (Results)
Foreign e	xchange (YEN/US\$)[AprMar.]	115	about 500 million yen (1JPY/US\$)	116.96
Interest	LIBOR 6M (YEN) [AprMar.]	0.85%	-	0.50%
rate	LIBOR 6M (US\$) [AprMar.]	5.2%	-	5.4%
Crude oil	<north brent="" sea=""> (US\$/bbl)[JanDec.]</north>	55	around 100 million yen (1US\$/bbl)	65
Hard cok	ing coal (US\$/MT) [AprMar.]	around 80∼98 [*]	O (Concluded year contract)	around 105~116*
Copper	US ¢ /lb) [JanDec.]	260	around 70 million yen (1US ¢ /lb)	220 [includning hedge
* Market Pri	ce			<u> </u>

31

Risk Assets & Risk Return	(AG Plan Results)
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	Risk assets (billion yen)		Risk return 2-year average (%)	
[Plan	Results	Plan	Results
Metal Products	112	126	12.9	22.4
Transportation & Construction Systems	165	162	11.5	16.8
Machinery & Electric	102	82	10.0	15.9
Media, Electronics & Network	151	152	11.8	9.9
Chemical	56	42	11.4	13.2
Mineral Resources & Energy	156	152	14.0	22.3
Consumer Goods & Service	115	94	12.0	11.4
Materials & Real Estate	106	101	10.3	13.9
Financial & Logistics	35	37	13.2	20.8
Domestic Regional Business Units, and offices	52	46	12.3	13.9
Overseas Subsidiaries and Branches	133	164	15.0	25.0
Total	1,184	1,158	12.3	17.3
Corporate & Eliminations	101	252	-10.1	5.9
Consolidated	1,285	1,410	10.2	15.8

Risk Assets & Risk Return (GG Plan)

	Risk assets (billion yen)			Risk return (%)	
	As of Mar.31, 2007	As of Mar.31, 2009	Increase/decrease	Two-year average	
Metal Products	120	149	29	19.8	
Transportation & Construction Systems	160	190	30	17.7	
Infrastructure	74	109	35	21.3	
Media, Network & Lifestyle Retail	142	185	43	11.6	
Chemical & Electronics	52	59	7	21.3	
Mineral Resources & Energy	153	208	55	18.0	
General Products & Real Estate	133	158	25	13.7	
Financial & Logistics	35	46	11	17.4	
Domestic Regional Business Units, and offices	44	50	6	18.3	
Overseas Subsidiaries and Branches	172	200	28	23.1	
Total	1,085	1,354	269	17.9	
Corporate & Eliminations	265	276	11	5.4	
Consolidated	1,350	1,630	280	15.6	



