FOCUS'10

～A Growth Scenario on a New Stage～
(FY2009-2010 Medium-Term Management Plan)

May 11, 2009

Sumitomo Corporation

Topics

Summary of the “GG Plan” (FY2007-FY2008)

“FOCUS’10” , the New Medium-term Management Plan

I am Susumu Kato, president and CEO of Sumitomo Corporation.

Thank you very much for attending our financial results meeting today.

I will explain the summary of the “GG Plan” and “FOCUS’10”, the new Medium-term Management Plan.

Summary of the GG Plan
(1) Annual Results of FY2008

(billion yen)

	Initial Plan	increase/decrease	Results
Net Income	243.0	-27.9	215.1
Basic Profit* (Excluding Hedge)**	242.7 (238.9)	+0.3 (-18.0)	243.0 (220.9)

* Basic Profit =(Gross Profit-Selling, general and administrative expenses-Interest expenses, net of interest income +Dividends) × (1-Tax rate:41%)
+ Equity in earnings of associated companies, net
** Hedge evaluation gain on San Cristobal silver-zinc-lead mining project in Bolivia (FY2008 Initial Plan: +3.8 billion yen→ FY2008 Results +22.1 billion yen)

GG Plan: Quantitative Targets

	(Results)	(Initial Plan)
■ Net Income (2-year total)	**454.0** billion yen	470.0 billion yen
■ Risk Return (2-year average)	**16.5%**	15.6%

Net income for the fiscal year 2008 amounted to 215.1 billion yen, approximately 10% less than our initial plan of 243 billion yen. This was a result of the global recession and the plunge in commodity prices stemming from the financial crisis.

As a result, net income for the two years of the GG Plan totaled 454 billion yen and the two-year average risk-adjusted return ratio was 16.5%.

Summary of the GG Plan
(2) Key Financial Indicators

(Unit: billion yen)

	End of AG Plan (March 31, 2007)	End of GG Plan (March 31, 2009)
Total Assets	8,430.5	7,018.2
Total shareholders' equity	1,473.1	1,353.1
Shareholders' equity ratio	17.5%	19.3%
Interest-bearing liabilities (Net)	2,913.3	3,186.8
Debt-equity ratio, net (times)	2.0	2.4
Risk Return (2-year average)	AG Plan 15.8%	GG Plan 16.5%
Risk Assets	1,350.0	1,410.0
Core Risk Buffer	1,250.0	1,420.0

■**Total Assets: around -1,400**
<Increase>
Investments and loans: ＋600
<Decrease>
Replacement of assets (reorganization of leasing operations etc),
Decrease of transaction volume,
Stronger yen・Decline in stock prices

■**Total shareholders' equity: around -120**
Retained earnings: ＋360
Other comprehensive income, etc : -480

Now you are looking at the key financial indicators at the end of March 2009.

Total assets decreased by 1,400 billion yen to 7,000 billion yen during the two years of the GG Plan.

While we made strategic investments of around 600 billion yen, operating receivables decreased due to a plunge in commodity prices and a decline in transaction volume in fiscal 2008, in addition to the replacement of assets such as the reorganization of leasing operations.

Total shareholders' equity decreased by 120 billion yen to 1,350 billion due to the appreciation of the yen and the decline in stock prices although there was a steady increase in retained earnings.

Interest-bearing liabilities expanded to 3,180 billion yen as a result of our pursuit of expanding the earnings base. Net debt-equity ratio was 2.4.

Summary of the GG Plan
(3) Results for Increasing Risk Assets

2-year total：around ＋ 60 billion yen (Net)

Increase : +330 billion yen

Decrease : -270 billion yen（replacement of assets :-120bn.
stronger yen, decline in stock prices :-150bn.）

<Segments that increased risk assets (gross increase amount: 330bn. yen)>

【Metal Products】
- tubular products value chain (U.S.A, Brazil)
- steel service center network (Vietnam, India)

【Transportation &Construction Systems】
- auto finance
  - -Japan：restructuring auto-leasing business
    made Ace Auto Lease a subsidiary
  - -overseas：expanded business (Indonesia, Thailand)
- overseas sales network in construction equipment

【Infrastructure】
- IPP･IWPP business in abroad
  - -Asia：expansion of TJB (Indonesia), AMATA (Thailand)
  - -Middle East：electric power & water-related business (Shuweihat, U.A.E.)

【Media, Network &Lifestyle Retail】
- made Jupiter Shop Channel a subsidiary
- strengthened the business base of J:COM
- brand-related business
  （Naracamicie, Marc Jacobs Japan）

【Mineral Resources &Energy】
- silver, zinc and lead（Bolivia）
- nickel（Madagascar）
- iron ore, manganese（South Africa）

Next, let me explain the results for increasing risk assets.

Risk assets increased by 60 billion yen during the two years of the GG Plan.

As you can see, the expansion of the earnings base in the core businesses of each segment and their peripheral fields, such as the tubular products value chain and overseas IPP business, resulted in the gross increase of 330 billion yen.

Meanwhile, owing to the stronger yen and decline in stock prices, as well as replacement of assets such as the reduction of the small-scale group companies, risk assets decreased by 270 billion yen.

Summary of the GG Plan
(4) Qualitative Targets

- Establish a truly solid earnings base through the rigorous strengthening and expansion of our core businesses
- Improve the management quality to pursue sustained growth

Further Quality Improvement

【Achievements】
・Utilize corporate resources
-enhance monitoring process for investments
-reduction of small-scale, lower-profitable group companies（200 decreased）
-strategic replacements: downstream in mineral resources (Sumisho Oil Corp, LPG)/ automobile dealer/office building business in U.S.
・Strengthen internal control on a global and consolidated basis
・Promotion of younger employees and utilization of senior employees

【Issues】
・Value-up our Large-scale Investments
- business in U.S.A: Hartz Mountain (pet care business)
- upstream interest: silver-zinc-lead (Bolivia), nickel (Madagascar)

Next, I will review our initiatives for “Quality Improvement” of the GG Plan.

Under the GG Plan, we positioned the quality improvement of the “earnings base” as our top priority. Based on that, we made efforts to reallocate management resources and enhance the value of existing businesses and newly acquired businesses.

First, we strengthened our quantitative and qualitative criteria for investment, as well as established an integrated monitoring process from the entry to the exit. As for the target of reducing about 250 group companies, we have eliminated or merged 200 companies under the GG Plan and expect a further reduction of 35 companies in the first half of fiscal 2009.

Also, we engaged in quality improvement of the portfolio through strategic replacements of assets such as in downstream areas of mineral resources, automobile dealer, and real estate operations.

On the other hand, some large-scale investments have been considerably less profitable than initially planned and some resource development projects have been faced with problems that need to be resolved, such as a delay in operation and an increase in development costs. It is crucial to improve the value of these projects.

Summary of the GG Plan
(5) Value-up our Large-scale Investments

■ Hartz Mountain（U.S.A）

Issue :Improvement in earning power

Action :Selection and concentration of products, cost reduction

■ Ambatovy Nickel Project（Madagascar）

Issue :Launch on schedule

Action :Manage total development cost and exposure

■ San Cristobal Silver-zinc-lead Mining Project（Bolivia）

Initial issue :Stable operation, Reduction in operational cost

Present situation :Full production, Positive cash flow

Hartz Mountain posted weak sales due to the downturn in consumer spending in the United States. We reviewed our business plan based on the assumption that the harsh business environment would persist for some time and recognized impairment losses on fixed assets and valuation losses on inventories.

As the U.S. pet market is expected to expand over the medium- to long-term, we will continue improving profitability through the selection and concentration of products and cost reduction.

With respect to the Ambatovy Nickel Project in Madagascar, total amount of investments is expected to be 4.5 billion dollars, about 30% more than initially planned, due to a surge in materials and equipment costs and labor cost. However, the break-even cost is anticipated to be on the 3 dollars per pound level. Our view is that the project will be profitable even if the nickel price stays at the current level of about 5 dollars.

We will focus our energies on launching the project while fully paying attention to Madagascar's unstable political situation.

Meanwhile, we made the San Cristobal silver-zinc-lead mining project in Bolivia a fully owned subsidiary at the end of March 2009 and we are currently taking the initiative in promoting cost reduction. At present, the project is maintaining full production with the operation cost improving to below 60 cents per pound in terms of the zinc and positive cash flow.

FOCUS' 10
(1) Fundamental Principles & Quantitative Targets

"A Growth Scenario on a New Stage"

【 Fundamental Principles 】

- Promote medium/long-term growth by enhancing our value-creation capability while reinforcing soundness and efficiency
- Promote company-wide growth by leveraging the diversity and strengths of our businesses

【 Quantitative Targets 】

- Net Income*（FY2009） : **115 billion yen**
- Risk Return（2-year average） : around **10%**

※"net income" presented above means "Net income attributable to shareholders of Sumitomo Corporation" in the Statement of Financial Accounting Standards No. 160 effective April 1, 2009, which is equivalent to the caption "Net income" appearing in the consolidated financial statements for fiscal year ended March 31, 2009.

【Investment Plan】

- Increase amount in two years (net)：+100 billion yen
  (increase: +200 billion yen, decrease: -100 billion yen)

【 Soundness ＆ Efficiency 】

- Total Assets : Remains on the same level as the end of March 2009
- Free Cash Flow : Positive 2-year total

The new Medium-term Management Plan, "FOCUS'10", started in April of this year.

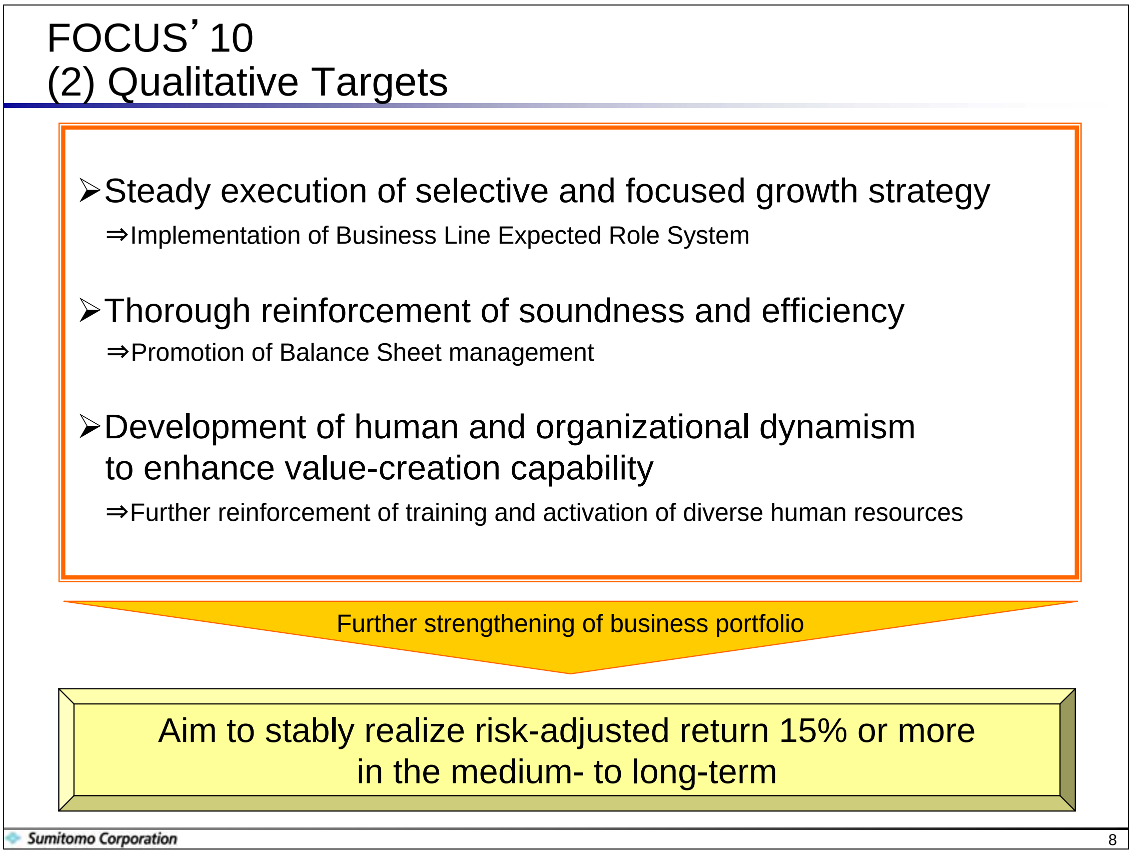
Under FOCUS'10, we will seek to formulate a "growth scenario on a new stage" focusing the next 10 years, taking into consideration the severe business environment stemming from an unprecedented economic crisis and the results of the management reforms achieved over 10 years starting with the Reform Package launched in 1999 through the GG Plan.

In order to achieve this, we set 2 fundamental principles as follows: "promoting medium- to long-term growth by enhancing our value-creation capability while reinforcing our soundness and efficiency" and "promoting companywide growth by leveraging the diversity and strengths of our businesses". On this basis, we will strive for the "creation of new value" as set forth in our Mission Statement.

We set the quantitative targets of 115 billion yen in net income for fiscal 2009 and two-year average risk-adjusted return ratio of around 10% based on the intention that we will maintain risk-adjusted return ratio of 7.5% or more, which is assumed to cover our cost of shareholder's equity, even in harsh business environment, and that we will restore risk-adjusted return ratio of 15% over the medium term.

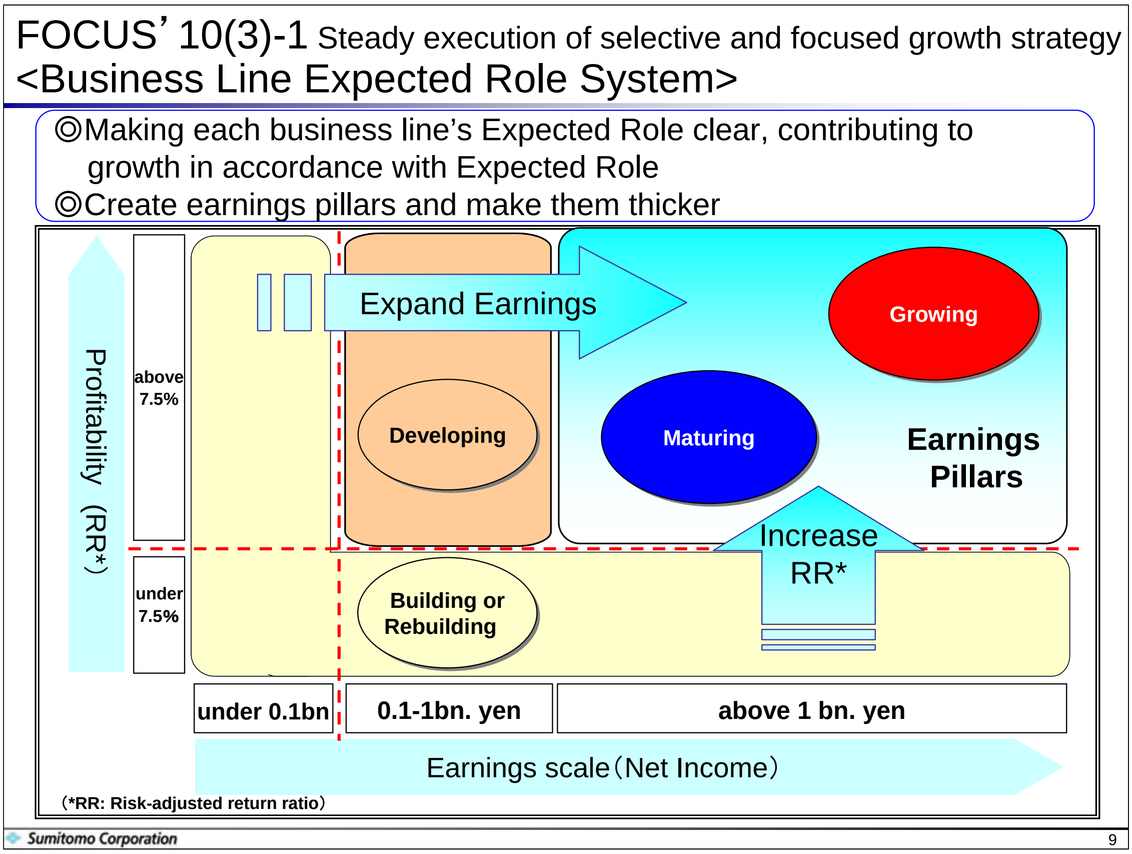
Also, we plan to increase 100 billion yen net in risk assets in two years.

In addition, based on the view that further reinforcement of soundness and efficiency is essential for achieving a sustained growth, we will aim to maintain total assets on the same level of the end of March 2009 and achieve positive free cash flow on a two-year total basis.



As for qualitative targets, we will concentrate on "steady execution of selective and focused growth strategy", "thorough reinforcement of soundness and efficiency", and "development of human and organizational dynamism to enhance value-creation capability".

By further strengthening the company-wide business portfolio, we will seek to "improve profitability" and "enhance the stability of profit" and intend to stably realize a risk-adjusted return ratio of 15% or more in the medium- to long-term.



Under FOCUS'10, we will enhance risk-adjusted return ratio management and introduce a framework that promotes diverse growth by making use of the distinctive features and strengths of each business line rather than seek to realize "uniform companywide growth" as we did in the past.

Aiming to build pillars of profit from a medium- to long-term viewpoint, we will categorize each business line using the two standards, "profitability" and "earnings scale". We will set selective and focused targets and allocate management resources according to each business's stage of growth.

Businesses meeting the quantitative requirements of risk-adjusted return ratio of 7.5% or more and annual net income of 1 billion yen or more are classified as "growing" and "maturing". "Growing" businesses aim at realizing future profit growth through the active expansion of the earnings base even though the risk-adjusted return ratio declines temporarily. "Maturing" businesses aim at steadily expanding the earnings base while maintaining the profitability at the current level.

"Developing" businesses seek to become new pillars of profit through the expansion of profit scale.

On the other hand, businesses categorized as "building or rebuilding" include new businesses and projects in the launch phase. These businesses will make an effort to improve profitability and expand scale in order to achieve the initial plan.

With respect to businesses determined to have no growth potential through the periodic monitoring process, we will promptly exit from the business and promote management resources reallocation.

FOCUS' 10(3)-2 Steady execution of selective and focused growth strategy <Plan for Increasing Risk Assets>

2-year plan: around +100 billion yen (Net)
- increase : +200 billion yen
- decrease : -100 billion yen

【Major businesses】

＜Growing＞
- Tubular products value chain
- IPP/IWPP business
- CATV business (J:COM)

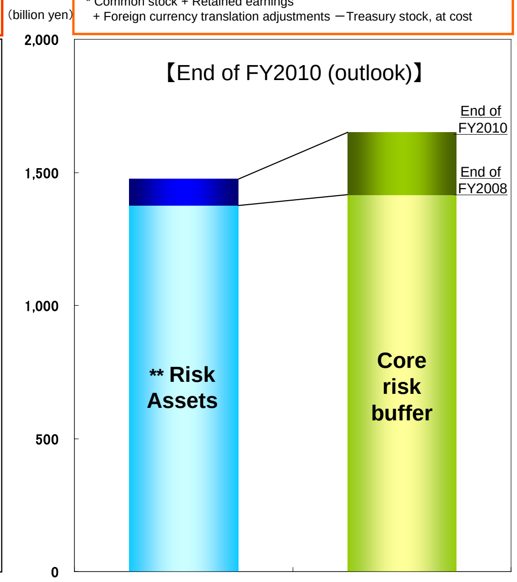
＜Maturing＞
- Steel service center network
- Ship business
- Real estate business (office building, condo sales)

＜Developing＞
- Medical science business

＜Building or Rebuilding＞
- Nickel project (Madagascar)
- Leasing business
- Eco and energy-saving business

Balance between risk assets and core risk buffer*

* Common stock + Retained earnings + Foreign currency translation adjustments −Treasury stock, at cost



** Due to upgrading the calculation method of risk assets, the risk assets at the beginning of FOCUS' 10 and at the end of GG Plan are not the same.

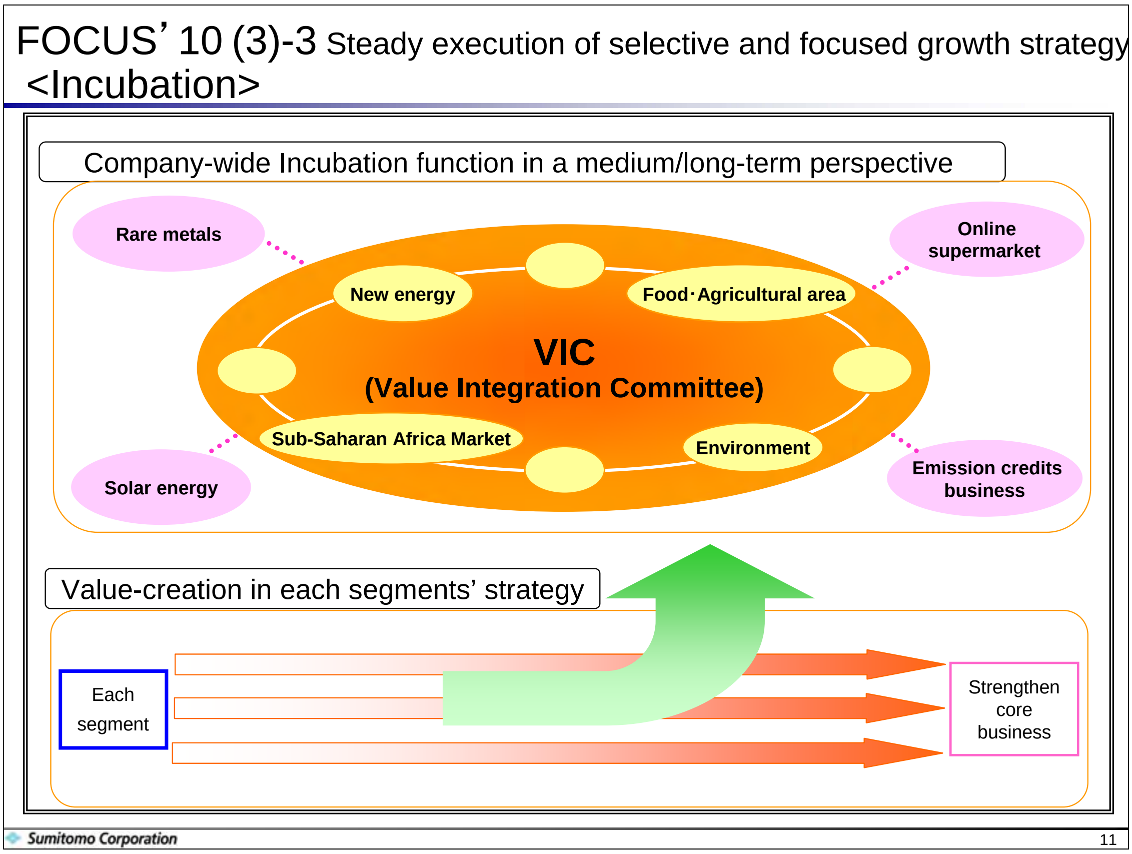
Under FOCUS'10, we plan to increase net risk assets by 100 billion yen.

We expect an increase of 200 billion yen and reduction of 100 billion yen in existing assets.

The major businesses which we aim to increase risk assets are as shown. We plan to mainly allocate management resources to pillar of profit such as "growing" and "maturing".

Upon completion of the GG Plan at the end of fiscal 2008, risk assets and core risk buffer were balanced.

Under FOCUS'10, too, we will increase the risk assets within the profit and maintain the balance between them.

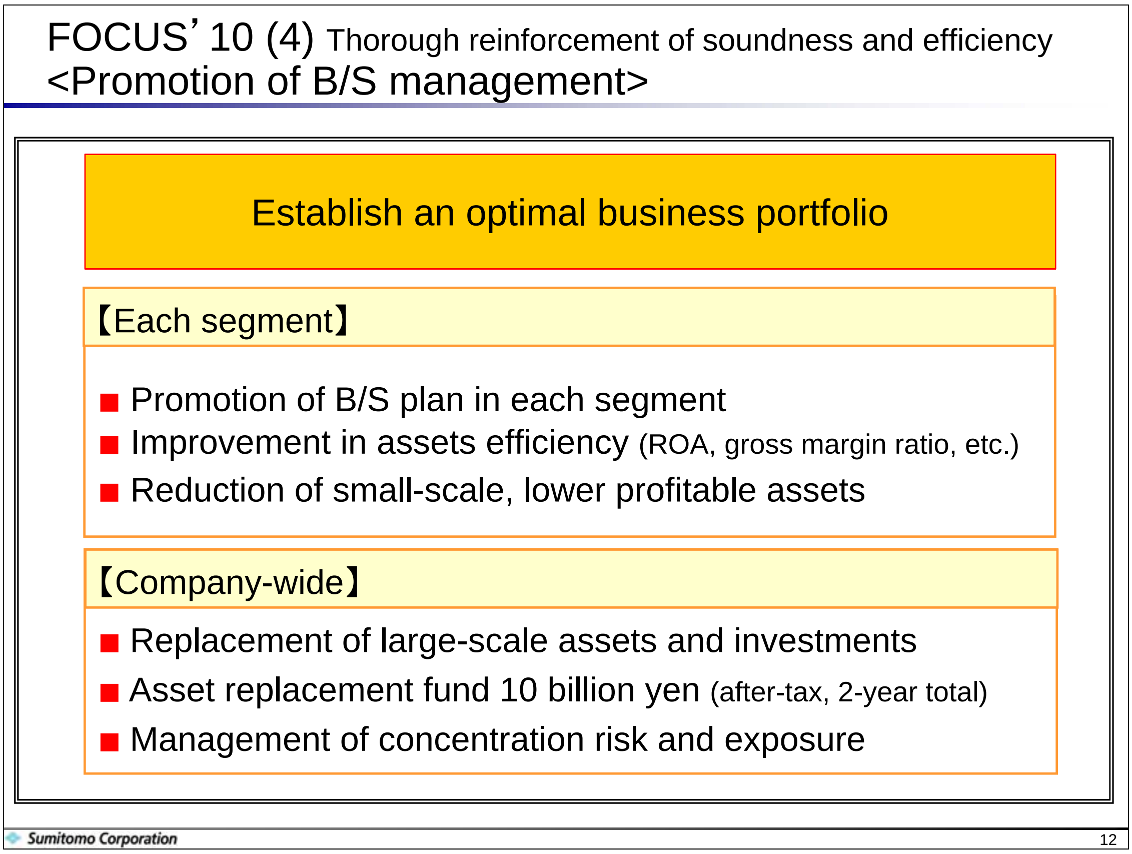


Next, I will explain "strategic moves for the future from the medium- to long-term perspective".

The Value Integration Committee supports the creation and cultivation of new businesses for the establishment of pillars of profit for the next generation.

Under the GG Plan, businesses such as "online supermarket" and "emission credits business" have moved from the incubation phase to the actual business executing phase.

Under FOCUS'10, we will continue to make company-wide cross-sectional efforts to create new value focusing on the strategic and core themes of "food and agriculture" in which there is much interest on a global scale and "Sub-Saharan Africa" which is expected to grow as an emerging market, in addition to "environment" and "new energy", which we have already been working.



Next, I will explain the initiatives for reinforcing soundness and efficiency.

Under FOCUS'10, we will aim at improving the business portfolio for both the whole company and each segment by controlling the scale of assets, realizing a positive cash flow, and promoting balance-sheet management through the strategic replacement of assets.

In each segment, in order to realize improvement in assets efficiency, we will formulate a balance sheet plan, which takes into account the reduction of small-scale and lower profitable assets, in addition to making an investment plan.

Furthermore, we are taking company-wide initiatives to strategically replace large-scale assets which enable us to continue investments for the future growth while enhancing sound financial conditions.

Considering the possible losses that may be incurred from the sale of assets or withdrawal of business in the harsh environment, we will provide an after-tax, 2-year total amount of 10 billion yen as asset replacement funds.

Also, we will reinforce the management of concentration risks for certain businesses and regions and further strengthen our well-balanced business portfolio.

FOCUS' 10
(5) Key Financial Indicators

(Unit: billion yen)

	End of GG Plan (March 31, 2009)	End of Focus' 10 (March 31,2011) (Outlook)
Total Assets	7,018.2	the same level
Total shareholders' Equity	1,353.1	**1,600.0
Shareholders' equity ratio	19.3%	around 22%
Interest-bearing liabilities (Net)	3,186.8	3,200.0
Debt-equity ratio, net (times)	2.4	around 2.0
Risk Assets	*1,380.0	1,480.0
Risk Return (2-year average)	GG Plan 16.5%	FOCUS'10 around 10%
Free Cash Flows (2-year total)	GG Plan 57.8	FOCUS'10 positive

*Due to upgrading the calculation method of risk assets, the risk assets at the beginning of FOCUS' 10 is not as same as the end of GG Plan.
**Not including the effect of adopting statement of Financial Accounting Standard No.160, effective April 1, 2009.

Now you are looking at the key financial indicators upon the completion of FOCUS'10.

While we are planning investment and loans of about 600 billion yen in two years, we expect to maintain the same level of total assets as the end of March 2009 as a result of actively reducing unprofitable assets.

We will limit new investments and loans within the total amount of net cash provided by operating activities and the funds collected from the sale of assets. Also, we will maintain interest-bearing liabilities at the level as of the end of March 2009.

As a result, we expect the net debt-equity ratio to improve to around 2 times.

FOCUS' 10
(6)-1 Outlook for FY2009

<Business sentiment>

World: Low growth expected for the time being despite each countries' fiscal stimulus

Japan: Need time to recover due to flagging capital investments and domestic demand

(Unit: billion yen)

	Results (FY2008)	increase/ decrease	Targets (FY2009)
Net Income	215.1	-47%	115.0
Basic Profit*	243.0	-36%	155.0

* Basic Profit =(Gross Profit-Selling, general and administrative expenses-Interest expenses, net of interest income +Dividends)×(1-Tax rate:41%) + Equity in earnings of associated companies, net

Next, let me explain the outlook for fiscal 2009.

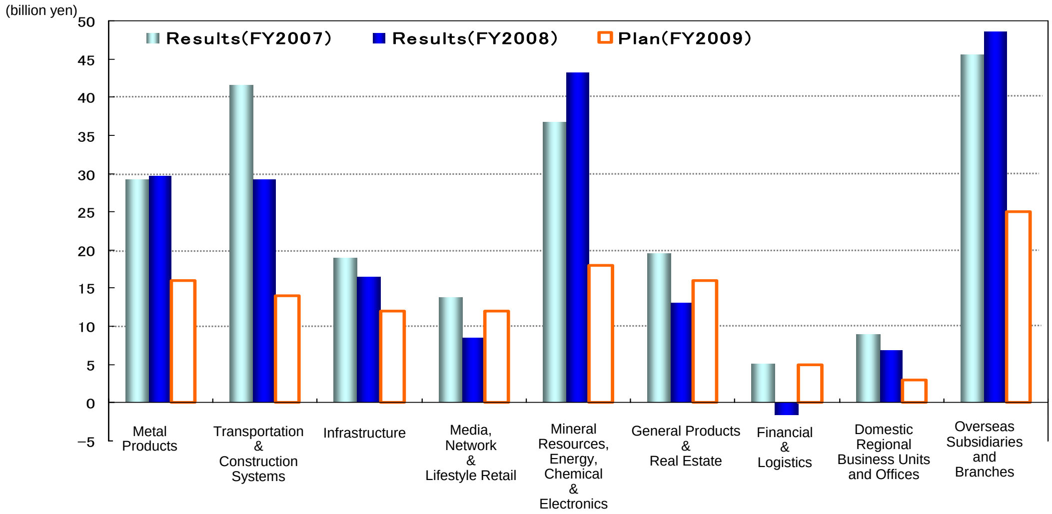
Major countries have worked together to launch various policies in a bid to stabilize the financial system and create demand. Although such cooperation has prevented the world economy to get worse, it is viewed that a full-scale economic recovery will take some time.

Given such environments, we anticipate that the profit levels of the fourth quarter of fiscal 2008, which slowed down precipitously due to the recession, will persist for the time being.

In addition, taking into consideration the 5 billion yen asset replacement funds aimed at enhancing corporate strength, which I explained earlier, we expect net income to be 115 billion yen.

FOCUS' 10
(6)-2 Outlook for FY2009 – Net Income by Segment

- Decrease in metal products/automotive and construction equipment operations due to recession
- Decrease in "Mineral Resources, Energy, Chemical & Electronics" due to plunge in commodity price
- Stable performance in domestic business
  ("Media, Network & Lifestyle Retail", "General Products & Real Estate")



You are now looking at the outlook by segment.

With the exception of *Media, Network & Lifestyle Retail*, *General Products & Real Estate*, and *Financial & Logistics*, six segments out of nine, are expected to decline in net income compared with fiscal 2008.

In particular, the four segments, namely, *Metal Products*; *Transportation & Construction Systems*; *Mineral Resources, Energy, Chemical & Electronics*; and *Overseas Subsidiaries and Branches*, are anticipated to be affected substantially by the recession.

Net income is expected to decrease for *Metal Products* because of an anticipated decline in demand for tubular products mainly in North America, for *Transportation & Construction Systems* since sales of automobiles and construction equipment are expected to take time to recover, and for *Mineral Resources & Energy, Chemical & Electronics* due to a plunge in the commodity prices, such as coal, copper, crude oil, and sulfuric acid.

Meanwhile, domestic businesses, such as the cable TV and retail businesses of *Media, Network & Lifestyle Retail* and the office building and food businesses of *General Products & Real Estate*, are expected to show stable performance.

Return to shareholders

【Basic Policy】
■Strengthen soundness considering harsh business environments
■Keep balance with retained earnings for sustained growth

Dividend policy during FOCUS' 10:
Payout ratio at around 20%

FY2009
Based on our target of consolidated net income of 115 billion yen
⇒ **annual dividend: 18 yen per share (Plan)**
(FY2008
⇒ annual dividend: 34 yen (Interim 19 yen / Year-end 15 yen))

Next, I will explain return to shareholders.

The financial crisis which triggered the current worldwide recession does not seem to terminate, and we believe the current harsh business environment will continue for some time.

Amid such conditions, we believe that it is extremely vital to strengthen financial soundness through solid capital in order to enhance the Company's medium- to long-term corporate value.

Therefore, under FOCUS'10, we have set the dividend payout ratio at 20% after considering the balance between retained earnings required for sustained growth and dividends.

Based on our targets of net income of 115 billion yen for fiscal 2009, the annual dividend per share is expected to be 18 yen, a 16 yen decrease from that of the fiscal 2008, 34 yen.

In Conclusion

Toward a sustained growth

- Further reinforcement of soundness and efficiency
- Improvement in quality of business portfolio

Although steady growth continued in the past few years, we are now facing a difficult situation. However, in difficult situations in the past, we achieved growth by flexibly and quickly responding to changes through the enhancement of our functions as integrated trading company, the structural reforms of the company, and the initiatives for new businesses.

Viewing today's significant business environment changes as the opportunity for us to further change and grow, we will endeavor to create new value through leveraging our Integrated Corporate Strengths such as our function and foundation.

We will further reinforce "soundness" and "efficiency" by focusing on balance-sheet management more than ever through the replacement of assets. From now on, we will change our structure which enables us to grow on our own by means of retained earnings rather than depending on interest-bearing liabilities.

We will channel our energies into improving the quality of business portfolio toward a sustained growth, and we ask for your continued understanding and support.

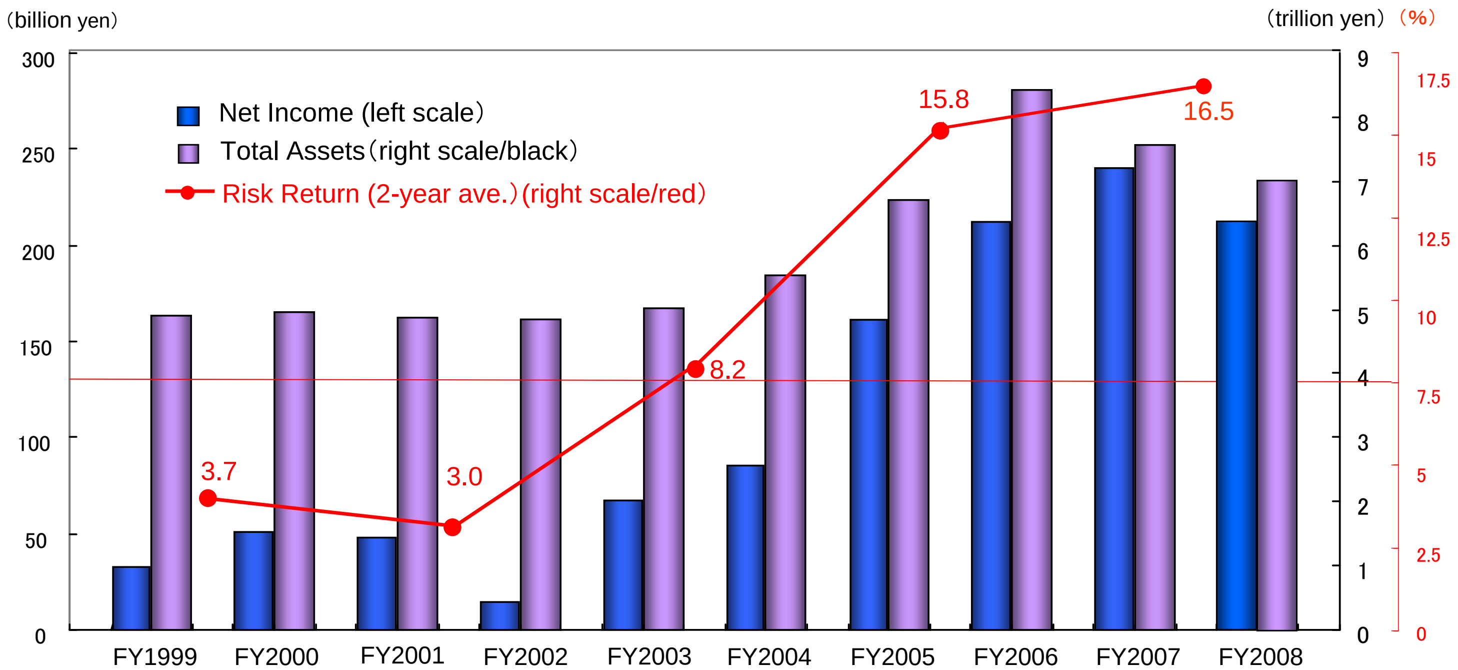
This concludes my explanation. Thank you for your attention.

<Appendix>
Assumptions

Assumptions (Average)		FY2008 Results	FY2009 Outlook	Sensitivity to net income (including hedge)
Foreign exchange (YEN/US$) [Apr.-Mar.]		100.71	95	around 300 million yen (1JPY/US$)
Interest rate	LIBOR 6M (YEN) [Apr.-Mar.]	0.97%	0.80%	–
	LIBOR 6M (US$) [Apr.-Mar.]	2.7%	1.7%	–
Crude oil <North Sea Brent> (US$/bbl) [Jan.-Dec.]		99	50	around 40 million yen (1US$/bbl)
Hard coking coal (US$/MT)*		around 285-300	128	0 (based on annual contract)
Copper (US¢/lb) [Jan.-Dec.]		316	160	around 60 million yen (1US¢/lb)

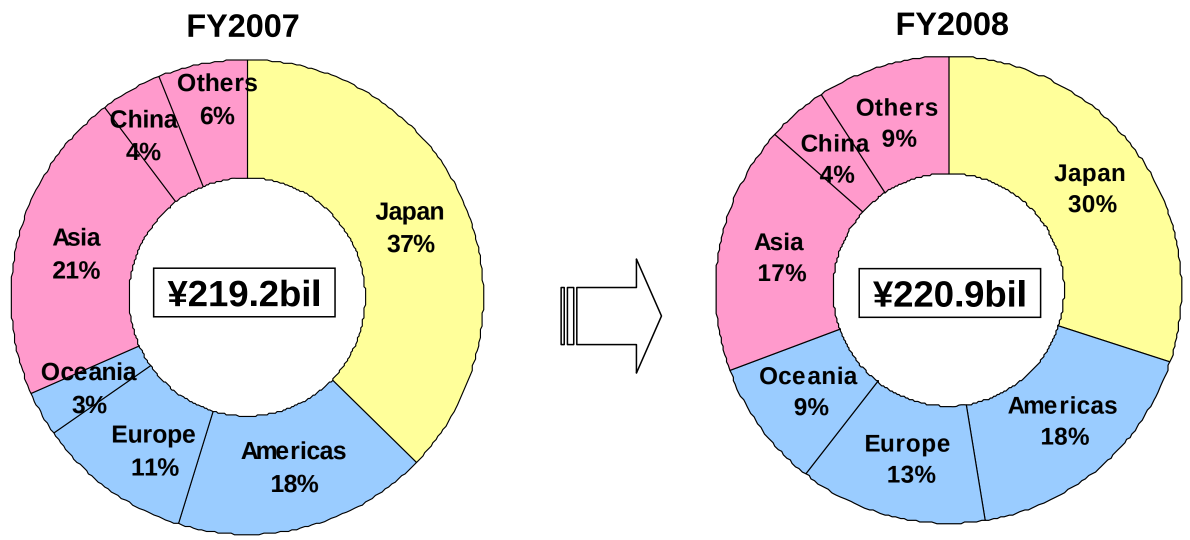
＊Market Price

Medium-term management plans



Reform package	Step Up Plan	AA Plan	AG Plan	GG Plan
Enhanced corporate strength by selecting core businesses and withdrawing from non-core businesses	Increased profitability by replacing low return assets with potentially higher return assets	Strategic investments in assets with potential profitability	Strategic moves for further growth and development	Pursuit of further improvement of quality heading for a new stage of growth

Basic Profit by Region



Note 1:Basic Profit=(Gross Profit-Selling, general and administrative expenses-Interest expenses, net of interest income +Dividends) ×(1-Tax rate:41%)+ Equity in earnings of associated companies, net

Note 2: Excluding hedge evaluation gain/losses (FY2007:-22.1 billion yen, FY2008:+22.1 billion yen) on the San Cristobal project in Bolivia

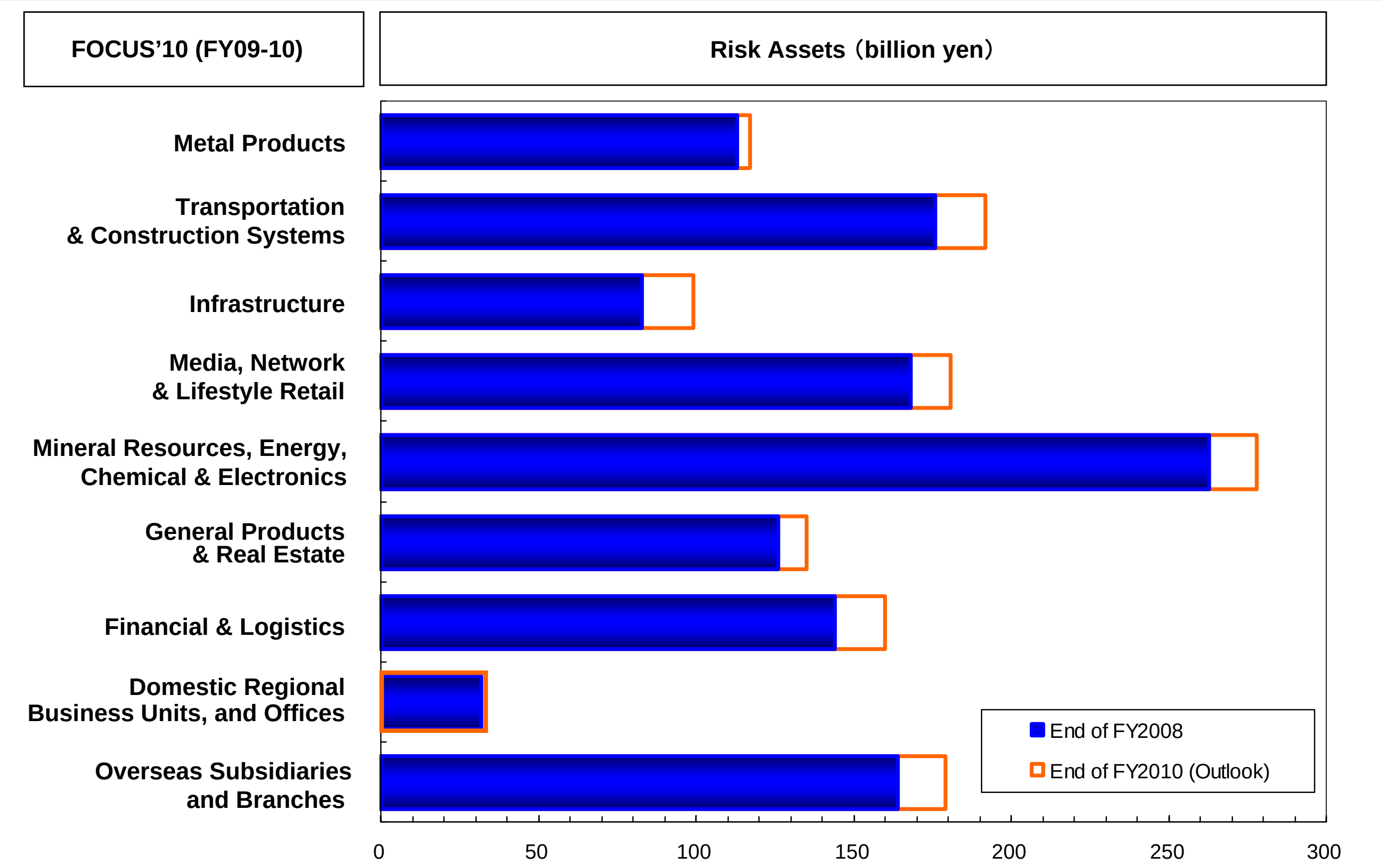
<Increase>

- Oceania：Coal mining operation（Australia）
- Europe：Metal products
- Others：Iron ore and manganese（South Africa）

<Decrease>

- Domestic：Leasing operation
- Asia：Copper business（Indonesia）

FOCUS’10 Risk Assets by Segment



Note) Due to upgrading the calculation method of risk assets, the risk assets at the beginning of FOCUS’ 10 is not as same as the end of GG Plan.

FOCUS' 10 – Business Strategies(1)

【Metal Products】[Enhance value chain and upgrade functions]

【Priority field】

・Growing field:

Allocate management resources to the energy and automobile business

> enhancing value chain of tubular products
expansion of SCM operating bases
(Middle East, CIS and India)
participate in tubular products manufacturing (Brazil) and processing (U.S.)

> upgrading our function of steel service centers

・Strategic field:

Eco and new energy related business

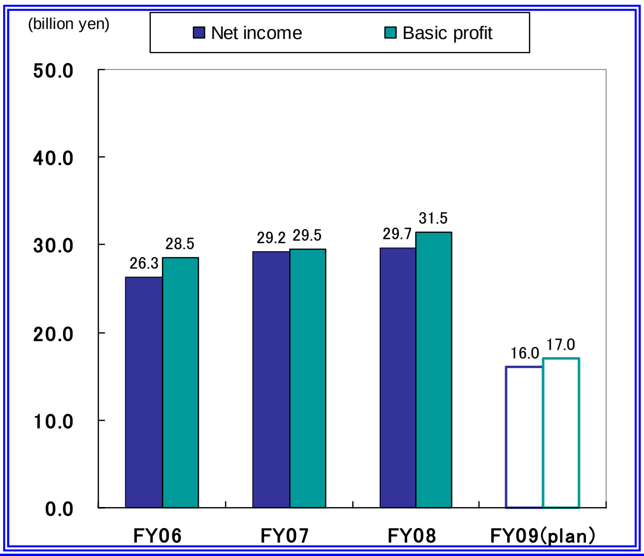
>renewable energy
manufacturing wind power generation towers (U.S.)

>solar cells, secondary battery

【Business environment】

・Oilfield and gasfield:
stable demand in medium- to long-term

・Automobile and home electronics :
present: harsh conditions due to production decrease
medium- to long-term: growth expected due to domestic demand expansion in emerging countries



FOCUS' 10 – Business Strategies(2)

【Transportation & Construction Systems】[Stable growth while entering new business]

【Priority field】

・Automobile

>Auto finance
Oto Multiartha/Summit Oto Finance (Indonesia)

>Wholesale/Dealer
promote replacement on a global basis

>Manufacturing
manufacturing and sales of Isuzu large buses (India)

・Construction equipment

>Enhance further distributor business
(China, Russia, etc.)

>Enhance rental construction equipment business in abroad

>Expand sales of agricultural machineries (India)

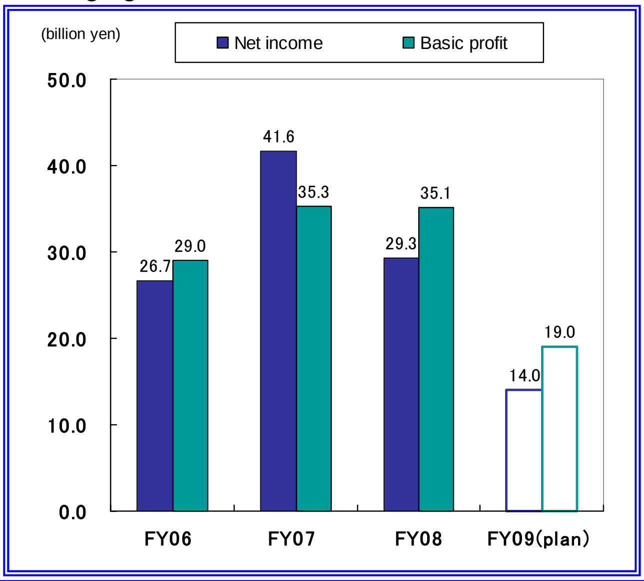
・Ships, aerospace and railway car

>Ships: enhance portfolio through continuously replacing assets

【Business environment】

・Automobile and construction equipment:
flagging in short term

・Market recovery in medium- to long-term led by motorization and infrastructure development in emerging countries



FOCUS' 10 – Business Strategies(3)

【Infrastructure】[Build stable earnings base in both business and trade]

【Priority field】

・IPP/IWPP

>further expansion in Asia, Middle East, Australia and the Americas

・Tanjung Jati B project

>expansion project (completion planned in 2012)

・EPC

>increasing demand for electric power mainly in Asia

>renewable energy such as geothermal power generation

・Water business

>enhance in Middle East and Asia

・Telecommunication

>expand overseas earnings base in IT telecommunications business

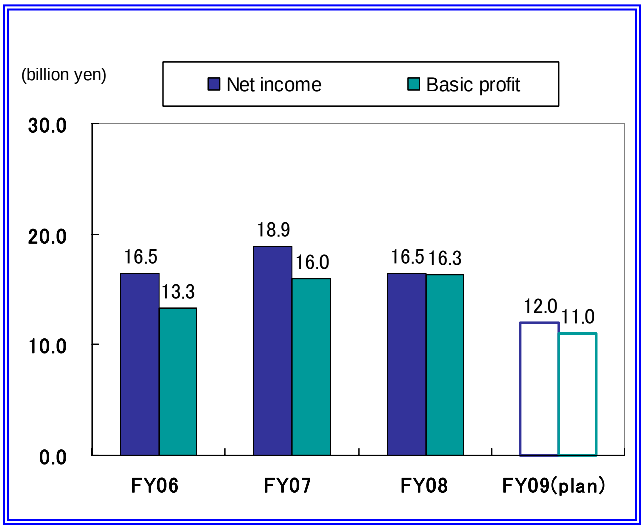
・Eco and energy saving

>renewable energy business (solar energy generation, wind power generation, district cooling)

【Business environment】

・Strong demand of electric power mainly in Middle East and Asia

・Rising interest in eco business



FOCUS' 10 – Business Strategies(4)

【Media, Network & Lifestyle Retail】[Integration of media, network and retail/enhance cross-media retail business]

【Priority field】

・Strengthen and enhance consumer business through integration of media, network and retail

> Jupiter Shop Channel (TV shopping): enhance products and programs while expanding customer base

> online supermarket: start operations in Tokyo metropolitan area

> enhance multichannel retail business

・Strengthen earning power of J:COM

> enhance content and service quality

> enhance community-based business through expanding directly-managed store

> higher services led by digitalization

・Enhance core businesses

> Sumisho Computer Systems Corporation

> Summit stores (supermarket) /Tomod's (drug store)

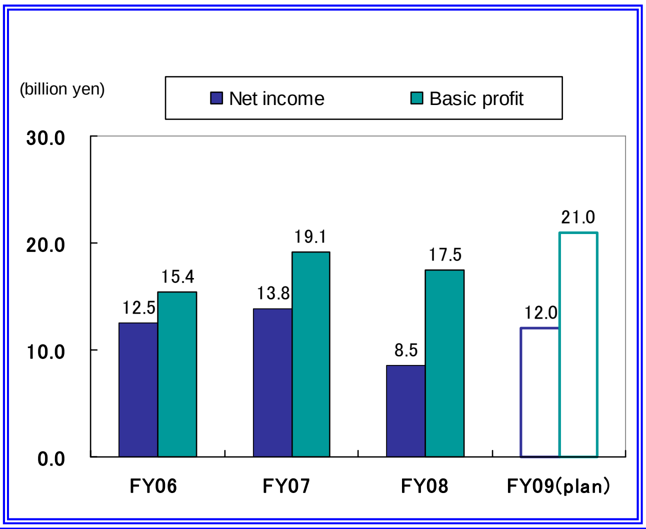
> T-GAIA Corporation (cell phone store)

【Business environment】

・Severe competition due to integration of broadcasting and telecommunication

・Change of consumer's lifestyle and diversification of behavior and demand

・Decrease of consumption in domestic retail market



FOCUS' 10 – Business Strategies(5)

【Mineral Resources, Energy, Chemical & Electronics】 [Synergy of business unit integration/Expand upstream interests]

【Priority field】

- **Pursue a synergy in the businesses integration**
  >oil, natural gas and organic chemicals/
  nonferrous materials and inorganic chemicals

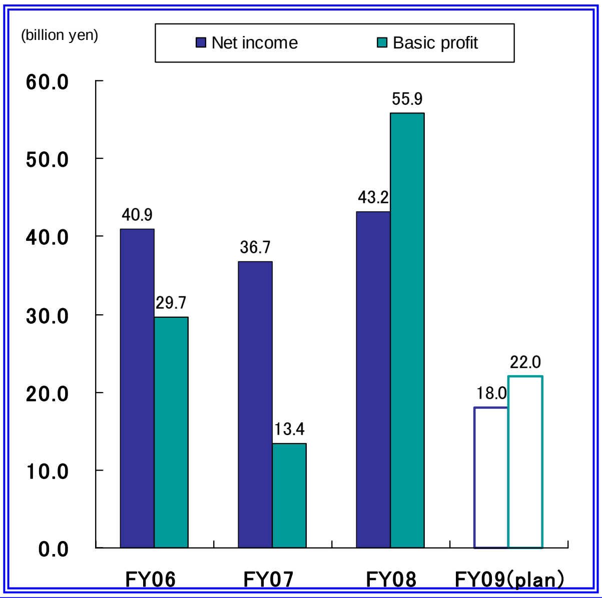
- **Strengthen mineral resources portfolio**
  >stable performance in coal mining and copper
  >acquisition in new interests in iron& steel making raw materials and energy field

- **Large-scale upstream interests project**
  >silver-zinc-lead (Bolivia) : stable operation, further cost reduction
  >nickel (Madagascar) : steady execution of the project

- **Chemical**
  >inorganic raw materials:
  strengthen trade of sulfur and sulfuric acid
  >agrichemical: expand global retail network
  (Americas, Asia)

【Business environment】

- Resources price seem to be bottomed out
- Tightness between supply and demand expected due to economic growth in emerging countries in the long term



FOCUS' 10 – Business Strategies(6)

【General Products & Real Estate】 [Strengthen competitive business to expand earnings base]

【Priority field】

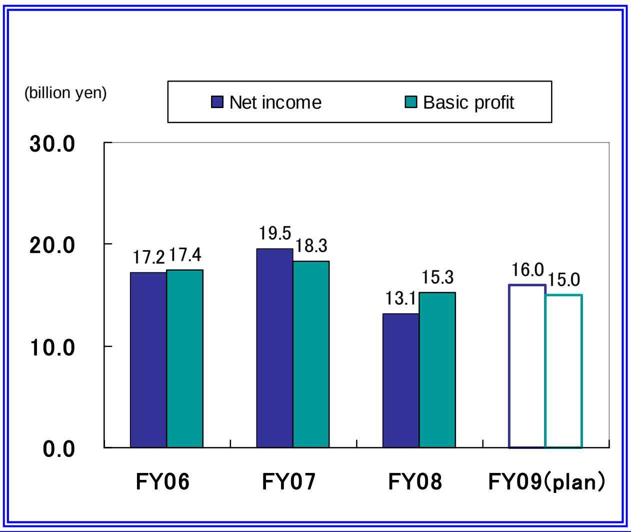
- Construction & Real Estate
  > Office building, commercial facilities:
  replace assets while acquiring profitable assets
  > Condominium:
  develop new property in order to build earnings base of post- FOCUS'10

- Materials & Supplies
  > Tire : promote growth strategy of TBC
  (tire sales, maintenance business, retail network)
  > Timber: promote timber processing business (Russia)

- Food
  > Fertilizer: strengthen earnings base in overseas
  (West Australia, Malaysia, China and Thailand)
  > Banana: enhance the production and sales network,
  strengthen high-value-added products

【Business environment】

- Domestic real-estate market:
  weak and need time to recover
- Tire market in North America: negative growth at the present, though recovery expected in medium-to long-term
- Food-related business: stable



FOCUS’10 – Business Strategies(7)

【Financial & Logistics】 [Providing high-value-added services by leveraging our capabilities]

【Priority field】

・Financial business

> Commodity:
take in the needs of hedging commodity prices

> Leasing business: strengthen cooperation with
Sumitomo Mitsui Finance &Leasing

> Asset management business:
strengthen investment products such as CTA, commodity Index

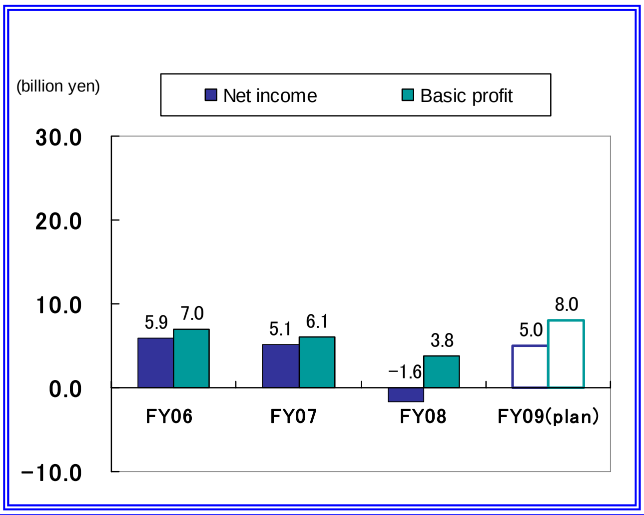
・Logistics business

> Logistics: strengthen global network

> Industrial park (overseas) :
strengthen selling Thang Long Industrial park II in Vietnam
explore the feasibility of development in other regions

【Business environment】

・Volatile business conditions caused by global financial crisis are expected to continue for the time being



Reorganization of Business Units

＜Old＞

【Chemical & Electronics】
・Basic Chemicals Division
・Electronics Business Division
・Life Science Division

【Mineral Resources & Energy】
・Mineral Resources Division No.1
・Mineral Resources Division No.2
・Energy Division

＜ New (From April 1, 2009) ＞

【 Mineral Resources, Energy, Chemical & Electronics 】

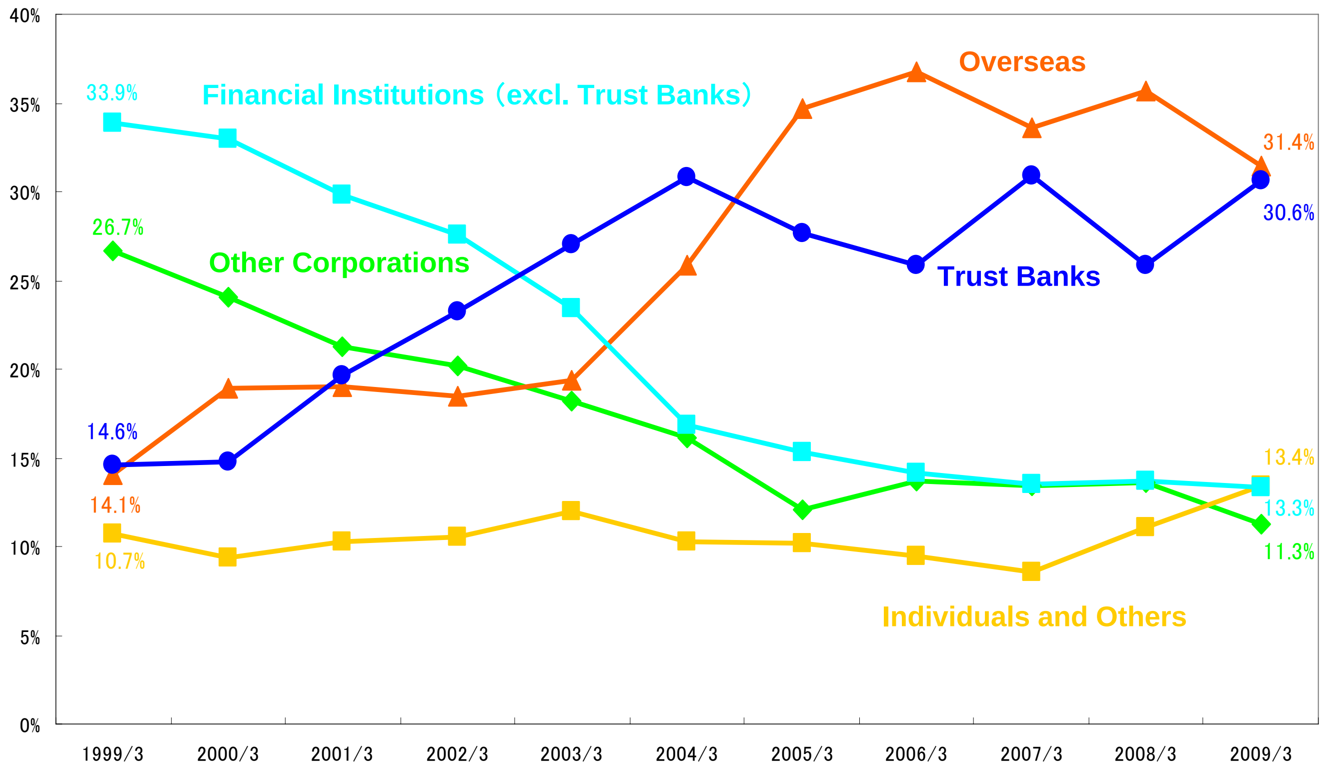
<The purpose of reorganization>

・To accelerate selection and focus of businesses

・To pursue a stronger synergy in the businesses dealing with similar products or business domains

・To build up a value chain ranging from natural resources development business to trading business

Shareholders' Composition



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