

Highlights of consolidated annual results FY2010 (Year ended March 31, 2011)

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May 9, 2011

[Prepared on the basis of accounting principles generally accepted in the United States of America]

1. Consolidated Income

Unit: Billion of yen (rounded to the nearest 100 million)

Sumitomo Corporation

	Year ended March 31, 2011		Year ended March 31, 2010	increase/(decrease)		Summary																																																												
	(A)	Jan.1- Mar.31,2011		(B)	amount (A)-(B)		percentage																																																											
Gross profit	863.5	219.9	779.5	84.0	11%	<p><u>Gross profit</u> <Businesses which contributed to the increase> - Coal mining operation in Australia - Tubular products business in North America - Automobiles/motorcycles finance businesses in Asia</p> <p><Factors of decrease> - Declined earnings in IPP/IWPP businesses (Tanjung Jati B)</p> <p><u>Equity in earnings of associated companies, net</u> - Stable performance and impact of additional shares in equity of CATV business (J:COM) - Strong performances in copper businesses in the Americas</p> <p><u>Net income attributable to Sumitomo Corporation</u> - Latest forecasts for FY2010 (as of Oct, 2010): 200 billion yen</p> <p><Reference></p> <p>Quarterly results of (Unit: Billion of yen) Net income attributable to Sumitomo Corporation</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr> <th colspan="4">FY2009</th> <th colspan="4">FY2010</th> </tr> <tr> <th>1Q</th> <th>2Q</th> <th>3Q</th> <th>4Q</th> <th>1Q</th> <th>2Q</th> <th>3Q</th> <th>4Q</th> </tr> </thead> <tbody> <tr> <td>25.0</td> <td>37.1</td> <td>56.2</td> <td>37.0</td> <td>64.6</td> <td>44.3</td> <td>59.6</td> <td>34.2</td> </tr> </tbody> </table> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2">Reference</th> <th>Year ended March 31, 2011</th> <th>Year ended March 31, 2010</th> </tr> </thead> <tbody> <tr> <td>Foreign exchange (Yen/US\$)</td> <td>(Apr.-Mar.)</td> <td>85.73</td> <td>92.89</td> </tr> <tr> <td>Interest (%) (Yen LIBOR6M)</td> <td>(Apr.-Mar.)</td> <td>0.40%</td> <td>0.58%</td> </tr> <tr> <td>Interest (%) (US\$ LIBOR6M)</td> <td>(Apr.-Mar.)</td> <td>0.53%</td> <td>0.78%</td> </tr> <tr> <td>Crude oil (US\$/bbl) <North Sea Brent></td> <td>(Jan.-Dec.)</td> <td>80</td> <td>63</td> </tr> <tr> <td>Copper (US\$/MT)</td> <td>(Jan.-Dec.)</td> <td>7,540</td> <td>5,200</td> </tr> <tr> <td>Zinc (US\$/MT)</td> <td>(Jan.-Dec.)</td> <td>2,159</td> <td>1,670</td> </tr> <tr> <td>Iron ore (US\$/MT)*</td> <td>(Jan.-Dec.)</td> <td>114</td> <td>82</td> </tr> <tr> <td>Hard Coking coal (US\$/MT)*</td> <td>(Apr.-Mar.)</td> <td>215</td> <td>128</td> </tr> </tbody> </table> <p>*Market Price</p>	FY2009				FY2010				1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	25.0	37.1	56.2	37.0	64.6	44.3	59.6	34.2	Reference		Year ended March 31, 2011	Year ended March 31, 2010	Foreign exchange (Yen/US\$)	(Apr.-Mar.)	85.73	92.89	Interest (%) (Yen LIBOR6M)	(Apr.-Mar.)	0.40%	0.58%	Interest (%) (US\$ LIBOR6M)	(Apr.-Mar.)	0.53%	0.78%	Crude oil (US\$/bbl) <North Sea Brent>	(Jan.-Dec.)	80	63	Copper (US\$/MT)	(Jan.-Dec.)	7,540	5,200	Zinc (US\$/MT)	(Jan.-Dec.)	2,159	1,670	Iron ore (US\$/MT)*	(Jan.-Dec.)	114	82	Hard Coking coal (US\$/MT)*	(Apr.-Mar.)	215	128
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Other income (expenses) :																																																																		
Selling, general and administrative expenses	(647.5)	(167.7)	(639.2)	(8.2)	(1%)																																																													
Interest expense, net of interest income	(15.6)	(3.0)	(24.1)	8.5	35%																																																													
Dividends	10.0	1.5	11.3	(1.3)	(11%)																																																													
Equity in earnings of associated companies, net	92.2	20.2	76.1	16.0	21%																																																													
Provision for doubtful receivables	(16.4)	(10.5)	(19.8)	3.3	17%																																																													
Gain (losses) on property and equipment, net	(3.0)	(5.0)	5.0	(8.0)	-																																																													
Gain on marketable securities and investments, net	13.8	3.1	32.9	(19.1)	(58%)																																																													
Other, net	(3.5)	(3.7)	1.5	(5.0)	-																																																													
Total other income (expenses)	(570.0)	(165.2)	(556.3)	(13.7)	(2%)																																																													
Income before income taxes	293.6	54.7	223.3	70.3	31%																																																													
Income taxes	(81.2)	(18.8)	(61.8)	(19.4)	(31%)																																																													
Net income	212.4	35.9	161.5	50.9	32%																																																													
Net income attributable to noncontrolling interests	(9.6)	(1.7)	(6.3)	(3.4)	(54%)																																																													
Net income attributable to Sumitomo Corporation	202.7	34.2	155.2	47.5	31%																																																													
Total trading transactions* ¹	8,350.4	2,154.3	7,767.2	583.2	8%																																																													
Operating income* ¹	199.6	41.7	120.5	79.1	66%																																																													
Basic profit (Calculation for reference)* ²	216.4	50.1	151.4	65.0	43%																																																													

*1) Total trading transactions and operating income are presented in a manner customarily used in Japan solely for Japanese investors' purposes.

*2) Calculation: (Gross profit-Selling, general and administrative expenses-Interest expenses, net of interest income+Dividends)×59% (to take into account income taxes)
+ Equity in earnings of associated companies, net

2. Segment Information

Unit: Billion of yen (rounded to the nearest 100 million)

Sumitomo Corporation

	Gross profit			Net income attributable to Sumitomo Corporation			Summary (Net income attributable to Sumitomo Corporation)
	Year ended March 31, 2011	Year ended March 31, 2010	increase/ (decrease)	Year ended March 31, 2011	Year ended March 31, 2010	increase/ (decrease)	
Metal Products	66.1	54.1	12.0	16.0	9.1	6.9	- Stable performance in tubular products business in North America - Recovery in demand for steel service center operations - Impairment losses on listed stocks
Transportation & Construction Systems	146.3	130.8	15.6	26.9	18.1	8.8	- Strong performance in automobiles/motorcycles finance businesses in Asia - Stable performance in Sumitomo Mitsui Auto Service - Temporary losses in the fourth quarter
Infrastructure	23.0	31.3	(8.2)	5.2	12.8	(7.6)	- Decreased earnings of IPP/IWPP businesses (Tanjung Jati B)
Media, Network & Lifestyle Retail	182.8	176.6	6.2	19.8	16.4	3.4	- Stable performance and impact of additional shares in equity of J:COM - Positive impact of tax effect regarding reorganization of a subsidiary
Mineral Resources, Energy, Chemical & Electronics	110.6	84.6	25.9	68.2	64.6	3.7	- Strong performance in coal mining operation in Australia and copper businesses - Recovery in chemical businesses - Value realization through replacement of assets in the previous year
General Products & Real Estate	98.4	101.4	(3.0)	15.5	16.2	(0.6)	- Strong performance in TBC (tire business in the U.S.) - Value realization through replacement of assets in the previous year
New Industry Development & Cross-function	30.4	23.5	6.9	8.8	0.2	8.6	- Improved performance in Sumitomo Mitsui Finance & Leasing and reversal of deferred tax liability through receiving dividends from the company
Domestic Regional Business Units and Offices	38.6	35.1	3.6	4.5	2.5	1.9	- Recovery in demand for metal products business
Overseas Subsidiaries and Branches	175.9	153.6	22.3	37.0	22.9	14.1	- Recovery in demand for metal products business
Segment Total	872.2	790.8	81.3	202.0	162.9	39.1	
Corporate and Eliminations	(8.6)	(11.3)	2.7	0.7	(7.7)	8.4	
Consolidated	863.5	779.5	84.0	202.7	155.2	47.5	

* On April 1, 2010, the Financial & Logistics Business Unit was dissolved and evolved into the New Industry Development & Cross-function Business Unit. Accordingly, from the year ended March 31, 2011, the operating segments have been changed. The figures of the New Industry Development & Cross-function Business Unit for the previous year represent the results of the Financial & Logistics Business Unit.

3. Financial Position

	As of March 31, 2011	As of March 31, 2010	increase/ (decrease)	Summary
Total assets	7,269.3	7,137.8	131.5	Total assets - Invested in Brazilian iron ore mining business
Shareholders' equity*	1,619.9	1,583.7	36.2	- Decrease due to yen appreciation
Shareholders' equity ratio*	22.3%	22.2%	0.1pt	Shareholders' equity - Increase in retained earnings
Interest-bearing liabilities, net	3,041.8	2,781.8	260.0	- Decrease in foreign currency translation adjustments and unrealized holding gains on securities available-for-sale
Debt-equity ratio, net* (times)	1.9	1.8	0.1pt	Interest-bearing liabilities, net - Increase due to new investments and loans

4. Cash Flows

	Year ended March 31, 2011	Year ended March 31, 2010
Net cash provided by operating activities	242.2	510.4
Net cash used in investing activities	(499.8)	(59.4)
Free Cash Flow	(257.6)	451.0
Net cash (used in) provided by financing activities	164.0	(150.1)
Effect of exchange rate changes on cash and cash equivalents	(16.0)	1.5
Net increase (decrease) in cash and cash equivalents	(109.5)	302.5

* "Shareholders' equity" does not include "noncontrolling interests" and represents only the equity attributable to Sumitomo Corporation shareholders. Likewise, shareholders' equity used in calculating "Shareholders' equity ratio" and "Debt-equity ratio, net" does not include "noncontrolling interests".

5. Forecasts for the Year ending March 31, 2012

The Company will adopt International Financial Reporting Standards ("IFRS") for the consolidated financial statements of annual report under Financial Instruments and Exchange Law from the fiscal year ending March 31, 2011. Therefore, the Company has made the forecasts for the year ending March 31, 2012 based on IFRS.

Unit: Billion of yen (rounded to the nearest 100 million)

Sumitomo Corporation

	[IFRS] Year ending March 31, 2012	[U.S. GAAP] Year ended March 31, 2011	increase/(decrease)		Summary																																				
	(C)	(D)	amount (C)-(D)	percentage																																					
Gross profit	920.0	863.5	56.5	7%	<u>Gross profit</u> - Positive impact of newly consolidating a subsidiary - Increase due to strong performance of San Cristobal silver-zinc-lead mining project in Bolivia <u>Equity in earnings of associated companies, net</u> - Contribution of Brazilian iron ore mining business starts - Stable performance of tubular products business in North America <u>Net income attributable to Sumitomo Corporation</u> - Contribution of businesses in North America and emerging countries as well as of mineral resources businesses - Includes impact of the Great East Japan earthquake <Assumptions for the forecasts> <table border="1"> <thead> <tr> <th></th> <th></th> <th>FY2011 (Outlook)</th> <th>FY2010 (Results)</th> </tr> </thead> <tbody> <tr> <td>Foreign exchange (Yen/US\$)</td> <td>(Apr.-Mar.)</td> <td>85</td> <td>85.73</td> </tr> <tr> <td>Interest (%) (Yen LIBOR6M)</td> <td>(Apr.-Mar.)</td> <td>0.40%</td> <td>0.40%</td> </tr> <tr> <td>Interest (%) (US\$ LIBOR6M)</td> <td>(Apr.-Mar.)</td> <td>0.70%</td> <td>0.53%</td> </tr> <tr> <td>Crude oil (US\$/bbl) <North Sea Brent></td> <td>(Jan.-Dec.)</td> <td>98</td> <td>80</td> </tr> <tr> <td>Copper (US\$/MT)</td> <td>(Jan.-Dec.)</td> <td>8,819</td> <td>7,540</td> </tr> <tr> <td>Zinc (US\$/MT)</td> <td>(Jan.-Dec.)</td> <td>2,249</td> <td>2,159</td> </tr> <tr> <td>Iron ore (US\$/MT)*</td> <td>(Jan.-Dec.)</td> <td>148</td> <td>114</td> </tr> <tr> <td>Hard Coking coal (US\$/MT)*</td> <td>(Apr.-Mar.)</td> <td>258</td> <td>215</td> </tr> </tbody> </table>			FY2011 (Outlook)	FY2010 (Results)	Foreign exchange (Yen/US\$)	(Apr.-Mar.)	85	85.73	Interest (%) (Yen LIBOR6M)	(Apr.-Mar.)	0.40%	0.40%	Interest (%) (US\$ LIBOR6M)	(Apr.-Mar.)	0.70%	0.53%	Crude oil (US\$/bbl) <North Sea Brent>	(Jan.-Dec.)	98	80	Copper (US\$/MT)	(Jan.-Dec.)	8,819	7,540	Zinc (US\$/MT)	(Jan.-Dec.)	2,249	2,159	Iron ore (US\$/MT)*	(Jan.-Dec.)	148	114	Hard Coking coal (US\$/MT)*	(Apr.-Mar.)	258	215
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Selling, general and administrative expenses	(690.0)	(647.5)	(42.5)	(7%)																																					
Interest expense, net of interest income	(18.0)	(15.6)	(2.4)	(16%)																																					
Dividends	9.0	10.0	(1.0)	(10%)																																					
Equity in earnings of associated companies, net	100.0	92.2	7.8	8%																																					
Other, net	(10.0)	(9.1)	(0.9)	(9%)																																					
Income before income taxes	311.0	293.6	17.4	6%																																					
Income taxes	(80.0)	(81.2)	1.2	1%																																					
Net income attributable to noncontrolling interests	(11.0)	(9.6)	(1.4)	(14%)																																					
Net income attributable to Sumitomo Corporation	220.0	202.7	17.3	9%																																					
Total trading transactions* ¹	8,700.0	8,350.4	349.6	4%																																					
Basic profit (Calculation for reference)* ²	230.4	216.4	14.0	6%																																					

Forecasts for the year ending March 31, 2012 are shown by U.S. GAAP account titles for the convenience of comparing the results of the year ended March 31, 2011 and the forecasts.

*1) Total trading transactions and operating income are presented in a manner customarily used in Japan solely for Japanese investors' purposes.

*2) Calculation: (Gross profit-Selling, general and administrative expenses-Interest expenses, net of interest income+Dividends)×59% (to take into account income taxes)
+ Equity in earnings of associated companies, net

Forecasts by Segment (Net income attributable to Sumitomo Corporation)

Unit: Billion of yen (rounded to the nearest 100 million)

	[IFRS] Year ending March 31, 2012	[U.S. GAAP] Year ended March 31, 2011	increase/ (decrease)		[IFRS] Year ending March 31, 2012	[U.S. GAAP] Year ended March 31, 2011	increase/ (decrease)
Metal Products	21.0	16.0	5.0	General Products & Real Estate	17.5	15.5	2.0
Transportation & Construction Systems	26.0	26.9	(0.9)	New Industry Development & Cross-function	7.0	8.8	(1.8)
Infrastructure	9.0	5.2	3.8	Domestic Regional Business Units and Offices	4.5	4.5	0.0
Media, Network & Lifestyle Retail	20.5	19.8	0.7	Overseas Subsidiaries and Branches	40.0	37.0	3.0
Mineral Resources, Energy, Chemical & Electronics	86.0	68.2	17.8	Corporate and Eliminations	(11.5)	0.7	(12.2)
				Consolidated	220.0	202.7	17.3

6. Dividend

Year ended March 31, 2011	Forecasts for the Year ending March 31, 2012	
	interim	year-end (plan)
¥36	¥16	¥20

dividend payout ratio: 20% 25%

Year ended March 31, 2011	Forecasts for the Year ending March 31, 2012	
	interim (plan)	year-end (plan)
¥43	¥21	¥22

dividend payout ratio: 25%

Cautionary Statement Concerning Forward-Looking Statements

This report includes forward-looking statements relating to our future plans, forecasts, 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 forecasts included in this report are not projections, and do not represent management's current estimates of future performance. Rather, they represent forecasts that management strive 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 forecasts. The Company is under no obligation -- and expressly disclaims any such obligation -- to update or alter its forward-looking statements.

<Reference information>

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May 9, 2011

Sumitomo Corporation

Number of subsidiaries and associated companies

Unit: Number of companies

	As of Mar. 31, 2011			increase/(decrease) from Mar. 31, 2010		
	Profit	Loss	Total	Profit	Loss	Total
Japan	159	38	197	12	(14)	(2)
Overseas	514	81	595	22	(15)	7
Total	673	119	792	34	(29)	5

(Profit-making company ratio) 85% +4pt

Equity in earnings of subsidiaries and associated companies

Unit: Billion of yen
(rounded to the nearest 100 million)

	Apr. 1, 2010-Mar. 31, 2011			increase/(decrease) from the previous year		
	Profit	Loss	Total	Profit	Loss	Total
Japan	79.5	(5.5)	74.0	15.9	6.6	22.6
Overseas	167.8	(12.2)	155.6	27.8	6.5	34.3
Total	247.3	(17.7)	229.6	43.7	13.2	56.8

Equity in earnings of subsidiaries and associated companies by Segment

Unit: Billion of yen
(rounded to the nearest 100 million)

	Apr. 1, 2010-Mar. 31, 2011			increase/(decrease) from the previous year		
	Profit	Loss	Total	Profit	Loss	Total
Metal Products	12.4	(0.9)	11.5	5.8	3.1	9.0
Transportation & Construction Systems	38.5	(8.7)	29.8	6.9	(2.0)	4.9
Infrastructure	9.4	(0.9)	8.5	(7.5)	(0.3)	(7.8)
Media, Network & Lifestyle Retail	32.7	(2.4)	30.3	6.7	1.2	8.0
Mineral Resources, Energy, Chemical & Electronics	85.1	(1.3)	83.8	17.3	4.1	21.4
General Products & Real Estate	10.4	(1.1)	9.2	0.3	2.4	2.7
New Industry Development & Cross-function	16.0	(1.0)	15.0	2.3	1.3	3.6
Domestic Regional Business Units and Offices	3.8	(0.6)	3.2	1.1	0.9	2.0
Overseas Subsidiaries and Branches	37.8	(0.3)	37.5	11.9	1.8	13.7
Other	1.1	(0.3)	0.8	(1.2)	0.6	(0.6)
Total	247.3	(17.7)	229.6	43.7	13.2	56.8

* On April 1, 2010, the Financial & Logistics Business Unit was dissolved and evolved into the New Industry Development & Cross-function Business Unit. Accordingly, from the year ended March 31, 2011, the operating segments have been changed. The figures of the New Industry Development & Cross-function Business Unit for the previous year represent the results of the Financial & Logistics Business Unit.

Sumitomo Corporation

(English Translation)

FY 2011–2012 Medium-term management plan: “ $f(x)$ ”
~Cross-boundary growth through business model innovation~

Under our FY 2011–2012 medium-term management plan “ $f(x)$ ”¹ we will carry on with the basic policies and measures adopted under our previous plan with a view to the next 10 years, FOCUS’10—whence the f —and at the same time undertake the execution—whence the x —of our business model innovation. We are doing this to meet the demands of the times based on our Corporate Mission Statement, which define value creation as our corporate vision, with the aim of achieving growth together with all our partners across regional, generational, and organizational boundaries.

Quantitative targets, balance sheet plan, and monitoring index

Our quantitative targets, balance sheet plan, and monitoring index under $f(x)$ are as listed below. The effects of the Great East Japan Earthquake that struck this March, along with other factors, mean that we will be operating in an uncertain economic environment, but we will strive to achieve a risk-adjusted return of 15% or more in FY 2012 without fail, so as to construct business models befitting the value-creating company that we aimed to become under FOCUS’10.

Quantitative targets:

Consolidated net income ²	FY2011	¥220 billion
	FY2012	¥260 billion
Risk-adjusted return ratio	15% or more in FY 2012	

Balance sheet plan (two-year total):

	Risk-adjusted assets	Amount
Acquisition and Enhancement*	+¥350 billion	+¥1,150 billion
(new investment & loan included)	(+¥320 billion)	(+¥580 billion)
Divestiture and Reduction	−¥130billion	−¥1,150billion

*including net increase of trade assets and others

Monitoring index:

Debt-equity ratio , net (times)	Around 1.5
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- ¹ The f of $f(x)$ is from “FOCUS’10,” and the x is taken from the English word “execution.” In order to express the idea of “cross-boundary growth,” meaning growth that reaches across regional, generational, and organizational boundaries, we have decided to read the letter x as “cross” rather than “ex.”
- ² “Consolidated net income” is equivalent to the “profit attributable to owners of the parent” of the International Financial Reporting Standards (IFRS).

Sumitomo Corporation

Four key actions

Under $f(x)$ we will execute four key actions to implement our business model innovation.

- (1) Make visible and share long-term ideal images on the front lines.

We will clarify short-term issues and strategies by starting discussions on long-term visions and will enhance the level, speed, and quality of execution by sharing growth strategies.

- (2) Accelerate strategic resource management.

We will accelerate the strategic allocation of corporate resources to businesses with better prospects for growth and profitability. We will continue to reinforce soundness, including compliance, and efficiency as set forth under FOCUS'10.

- (3) Enhance our integrated corporate strength on a global basis.

We will strengthen the foundations of our regional organizations and reinforce business strategies on a global basis. We will also create new businesses by leveraging the strengths of our networks and partnerships established inside and outside the company.

- (4) Strengthen human resources management on a company-wide level.

We will strengthen our recruitment and development of global talent and will conduct strategic placement of human resources on a company-wide level by pursuing human resources strategy in line with business strategy.

Sumitomo Corporation Group's Corporate Mission Statement

Corporate Vision

We aim to be a global organization that constantly stays a step ahead in dealing with change, creates new value, and contributes broadly to society.

Management Principles

<Corporate Mission>

- To achieve prosperity and realize dreams through sound business activities

<Management Style>

- To place prime importance on integrity and sound management with utmost respect for the individual

<Corporate Culture>

- To foster a corporate culture full of vitality and conducive to innovation

Activity Guidelines

- To act with honesty and sincerity on the basis of Sumitomo's business philosophy and in keeping with the Management Principles
- To comply with laws and regulations while maintaining the highest ethical standards
- To set high value on transparency and openness
- To attach great importance to protecting the global environment
- To contribute to society as a good corporate citizen
- To achieve teamwork and integrated corporate strength through active communication
- To set clear objectives and achieve them with enthusiasm

Reference: FY2011–2012 Medium-term Management Plan *f(x)* (f-cross)



cross-boundary growth through business model innovation

Under our medium-term management plan “*f(x)*” (**f-cross**), we will carry on with the basic policies and measures adopted under our previous plan, **FOCUS’10**—whence the *f*—and at the same time undertake the **e**xecution—whence the *x*—of our business model innovation. We are doing this to meet the demands of the times based on our Management Principles, which define value creation as our corporate vision, with the aim of achieving growth together with all our partners across regional, generational and organizational boundaries.

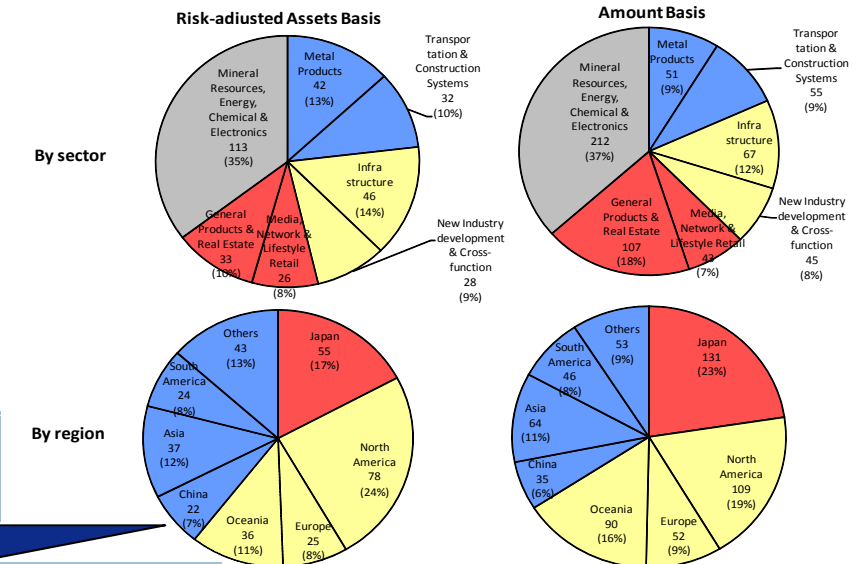
(Unit: billion of yen)

Four Key Actions	
(1) Make visible and share long-term ideal images on the front lines.	
<ul style="list-style-type: none"> ✓ Clarify short-term issues and strategies by starting discussions on long-term visions. ✓ Enhance the level, speed and quality of execution by sharing growth strategies. 	
(2) Accelerate strategic resource management.	
<ul style="list-style-type: none"> ✓ Promote Business Model Innovation (BMI) through the BMI Matrix. ✓ Accelerate the strategic allocation of corporate resources to businesses with better prospects for growth and profitability. ✓ Continuously reinforce soundness and efficiency including compliance. 	
(3) Enhance our integrated corporate strength on a global basis.	
<ul style="list-style-type: none"> ✓ Strengthen the foundations of our regional organizations and reinforce business strategies on a global basis. ✓ Create new businesses by leveraging the strengths of our networks and partnerships established inside and outside the company. 	
(4) Strengthen human resource management on a company-wide level.	
<ul style="list-style-type: none"> ✓ Strengthen our recruitment and development of global talent. ✓ Conduct strategic placement of human resources on a company-wide level (Pursue human resources strategy in line with business strategy) 	
Monitoring Index	
Debt-equity ratio, net (times)	Around 1.5

2-year Balance sheet Plan	Risk-adjusted Assets	Amount
Acquisition & Enhancement*	+350	+1,150
(new investment & loan included)	(+320)	(+580)
Divestiture & Reduction	▲130	▲1,150

*including net increase of trade assets and others

<Breakdown of new investment & loan>



Quantitative targets	FY2011	FY2012
Risk-adjusted Return Ratio		15% or more
Net Income (billions of yen)	220	260