Human Rights

Policy and concept

Basic Concept

As a global organization contributing broadly to society, the Sumitomo Corporation Group employs Management Principles that place prime importance on integrity and sound management with utmost respect for the individual. We think that sustainability means growing with society constantly by addressing social issues sincerely through our business activities. We will not only address social issues through our business activities but will also fulfill our corporate social responsibilities, including co-existence with local communities, respect for human rights, environmental preservation, and compliance.

Based on these ideas, the Sumitomo Corporation Group complies with the Universal Declaration of Human Rights, which the United Nations adopted “as a common standard of achievements for all peoples and all nations” in 1948, and in 2009 signed the UN Global Compact in its support of the Ten Principles that are derived from the declaration. We are also raising employee awareness with respect to the Guiding Principles on Business and Human Rights, which was adopted by the UN in 2011. In continuing global operations in a wide range of fields, we will actively support and work on these international standards.

Respect for the rights of indigenous peoples

As part of its commitment to respect human rights, the Sumitomo Corporation Group respects global standards pertaining to the rights of indigenous peoples, including the United Nations Declaration on the Rights of Indigenous Peoples, and the principle of “free, prior and informed consent (FPIC).” In business operations in areas where indigenous peoples reside, we recognize their unique culture and history and comply with applicable laws and regulations of each country or region.

Concept concerning the use of security companies

In the operation of its business in countries around the globe, the Sumitomo Corporation Group uses security companies to protect the safety and security of its employees. When necessary, we may use armed security personnel, recognizing the human rights risks involved and complying with laws and regulations of the countries in which we operate. We select security companies in accordance with the Voluntary Principles on Security and Human Rights and the Basic Principles on the Use of Force and Firearms by Law Enforcement Officials.

Sumitomo Corporation Group Statement for UK Modern Slavery Act 2015

We set out the steps Sumitomo Corporation Group has taken to help ensure that modern slavery and human trafficking are not taking place in SC Group's business or supply chains. The statement is approved by the board of directors of Sumitomo Corporation as the parent company of Sumitomo Corporation Group.

FY 2017 Statement
Human Rights

Activities

Training seminars on human rights

Sumitomo Corporation Group’s business activities cover a wide range of countries, regions and industrial fields. We therefore consider that it is necessary for the Group to cooperate with suppliers, customers and business partners, instead of acting alone, in promoting the entire supply chain to promote CSR throughout the entire supply chain. Since fiscal 2014, we have held annual seminars inviting external experts as lecturers on human rights issues that need special attention in business activities. The seminars cover a wide range of topics, including the relationship between companies and human rights issues, actual cases of reputational risks from human rights violations, and how to assess the influence of human rights. Comments from seminar participants include “Since the Group is engaged in diverse business activities all around the world, we should continue awareness-raising activities so that as many employees as possible can better understand relevant issues.”

Business description

Black Economic Empowerment Act in South Africa

Due to the history of apartheid in South Africa, there are policies that aim to reduce inequality in rights and opportunities for black people to participate in economic activities and to improve their social status. It is required to include at least a certain number of black companies in a business project and to give back part of the profits to the community.

In South Africa, Dorper on-land wind power generation company in which we have an investment offers cooperation in improving the living environment of local residents and creating new jobs, in line with such policies. Specific efforts include repair of buildings of kindergartens, schools and hospitals located close to the power plant, provision of machinery to them, and support to restaurants operated by black women.

In these activities, we use local companies as much as possible. About 10% of the stocks of this company are owned by an NPO operated by local residents. It is planned to launch various projects that meet the demand from local residents with the dividends as a capital in the future.

Dialogue with local residents in mining projects

In promoting resource development projects, understanding of local areas is essential. In the development project of the Ambatovy nickel mine in Madagascar, we have taken the initiative in having dialogues with the government and local residents, in cooperation with the diplomatic corps and lending banks group since the start of the development. We use these dialogues to share our belief that “this project is extremely important to the future of Madagascar” and deepen the mutual understanding of the significance of the project. In the Ambatovy project, we also promote the employment of people in Madagascar and improve their skills. In 2017, we achieved an average of 90% of the goal, which is that Madagascar people must account for at least 85% of all workers.

We have a complaint system to receive any kind of complaints, including human rights violations, in cooperation with local communities, in order to prevent accidents associated with the project and address them if they occur. Employees and external stakeholders are eligible to access this system. Project staff appropriately respond to complaints while protecting personal information. Since 2016, the Ambatovy project has joined the Voluntary Principles on Security and Human Rights (VPSHR) program in partnership with NGOs, the Madagascar government and other countries’ embassies.

Job creation (Central Purchasing Center)

An elementary school built within the project site
Labor Practices

Policy and concept

Basic Policy on labor practices

The Sumitomo Corporation Group is addressing human rights issues. While complying with laws and regulations in our countries of operation, we support and respect the Ten Principles of the UN Global Compact, as well as the International Labour Organization’s core labor standards of eight conventions in four areas: freedom of association and the effective recognition of the right to collective bargaining, elimination of all forms of forced or compulsory labor, effective abolition of child labor, and elimination of discrimination in employment and occupation. With regard to the elimination of discrimination in particular, we have clearly stated that no person should be discriminated against due to human race, nationality, gender, religion, creed, age, origin, physical or mental disability, or other reasons that are not related to business operations. We are also complying with minimum wage requirements based on the labor standards and labor conventions of each country.

- core labor standards of eight conventions in four areas

<table>
<thead>
<tr>
<th>Freedom of association and the effective recognition of the right to collective bargaining</th>
<th>Freedom of Association and Protection of the Right to Organise Convention (No.87)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Right to Organise and Collective Bargaining Convention (No.98)</td>
</tr>
<tr>
<td>Elimination of all forms of forced or compulsory labor</td>
<td>Forced Labour Convention (No.29)</td>
</tr>
<tr>
<td></td>
<td>Abolition of Forced Labour Convention (No.105)</td>
</tr>
<tr>
<td>Effective abolition of child labor</td>
<td>Minimum Age Convention (No.138)</td>
</tr>
<tr>
<td></td>
<td>Worst Forms of Child Labour Convention (No.182)</td>
</tr>
<tr>
<td>Elimination of discrimination in employment and occupation</td>
<td>Equal Remuneration Convention (No.100)</td>
</tr>
<tr>
<td></td>
<td>Discrimination (Employment and Occupation) Convention (No.111)</td>
</tr>
</tbody>
</table>

Relations with employees (labor union)

Based on the collective agreement with the Sumitomo Corporation Labor Union, Sumitomo Corporation provides its employees with explanations of its management policy and the status of its business, as well as opportunities to discuss wages, labor conditions, personnel affairs, safety and health, and employee benefits on a regular basis. The agreement defines that the company must maintain and improve employment conditions and ensure stable lives for employees, and the labor union must keep order and discipline at work and make an effort to increase labor efficiency, and both parties must cooperate with each other in developing the company's business. To achieve this objective, we make every effort to have serious and sufficient discussions on each specific project, while ensuring mutual understanding and trust.

We hold various meetings to share opinions on a wide range of issues, in addition to issues for collective bargaining and negotiations at the official level, such as informal meetings with the president and round-table meetings on the Medium-term Management Plan and other plans, business performance and relevant issues, the personnel system, and work styles. Sumitomo Corporation adopts a union shop system in which all employees are required to participate, excluding executives above a certain level and employees classified as non-union members based on an individual agreement taking into account the nature of their jobs. As of October 2018, the number of members of the Sumitomo Corporation Labor Union is 2,970, accounting for 58.3% of all employees of Sumitomo Corporation.
Labor Practices

Policy and concept

Promotion of Diversity & Inclusion

The business environment surrounding the Sumitomo Corporation Group has been rapidly changing and the regions and business fields in which we operate and business models have also been rapidly diversified. In order for the Group to address such changes and continue to develop in a sustainable way in an era called the fourth industrial revolution, it is essential to include diversity promotion in its management strategy. Furthermore, in response to expanding overseas markets, it has become urgently necessary to develop human resources for management who can take a leadership role in driving business growth globally.

The basic concept of human resources strategy defined in the Medium-Term Management Plan 2020 is “Diversity & Inclusion: Make diversity a source of competitiveness.” It consists of four elements: “Expand the strength of individuals,” “Capitalize on the strength of individuals,” “Encourage individuals to challenges,” and “Value, respect and include individual differences.” The last element supports the preceding three elements.

To survive this revolutionary world where business is becoming diverse and sophisticated, it is essential to effectively use a mixture of diverse kinds of knowledge from diverse human resources to improve our competitiveness. In this context, with a focus on the diversity of our human resources on a global basis, particularly on individuals’ strengths, we will combine their strengths to further accelerate our growth strategies. What is important here is the concept of inclusion, or creating an atmosphere that recognizes different individualities and respects and accepts the differences. Based on this concept, we need to practice inclusion and make effective use of differences as a source of competitiveness.

Simply focusing on visible diversity, such as gender, nationality, race, and age, is not enough. It is also crucial to recognize invisible diversity, different opinions, thoughts, ideas, values, abilities, skills and experience. Our aim is to unite the organization through managing invisible diversity and to use differences as a source of competitiveness to add value and accelerate growth.

In promoting the growth strategy, we need to involve all the employees of the Group. To use them effectively, it is necessary to take into account invisible diversity and allocate the right person in the right place at the right time on a global basis and provide them with the right training. We also recognize the necessity of creating the right organization and nurturing culture and awareness to support it. To do so, both top-down from the management and bottom-up are important. One of the bottom-up initiatives is the launch of the Diversity & Inclusion Promotion Project in fiscal 2017 as an advisory body reporting to the president. Executives in charge of human resources, general affairs and legal affairs serve as project leaders and project members with different backgrounds discuss on-site issues and potential.

Opinions and suggestions from members of this project are reflected on the human resources strategy in the Medium-Term Management Plan 2020. In cooperation with overseas organizations that have launched similar projects, we will pursue diversity in the Group on a global basis.

“Diversity & Inclusion”
—Make diversity a source of competitiveness—

Basic Concept of Human Resources Strategy
Labor Practices

Enhancement of Talent Management

Talent cannot be developed overnight. There is a need to envision, develop and deploy human resources required for the growth of each business in the medium- to long-term. In order to allocate human resources strategically in line with business strategies continuously and on a global basis, the Sumitomo Corporation Group implements the measures below to help all employees play an active role, regardless of whether Sumitomo Corporation non-consolidated, overseas offices or associated companies.

| Definition of Key Positions | Definition of Key Position Criteria | Preparation of Successor Development Plan | Development of Managerial Talent |
|-----------------------------|-----------------------------------|------------------------------------------|---------------------------------
| Experience                  | Skill / Knowledge                 | Personal Qualities                       |                                 |

Key positions involving Group management needed to execute Group strategy. Portion in blue shaded area: General Manager and above envisioned in the case of Headquarters.

The abilities required of key positions are defined from three viewpoints: "Experience," "Skill / Knowledge," and "Personal Qualities."

Each key position candidate will be selected not only for the next generation but also the following generations to come, and a successor training plan will then be put in place. Additionally, according to circumstances, candidates are periodically replaced.

Advancing Global Measures to Develop Human Resources

Aiming to recruit and develop personnel who can lead global business operations, the Sumitomo Corporation Group is focusing on promoting and developing locally hired employees in its overseas offices and Group companies.

As part of these efforts, we conduct training programs for locally hired employees at different career levels, such as senior staffs, managers, and senior executives. Through these training programs, nearly 300 participants each year come from all over the world to the Head Office in Tokyo. The programs establish a shared sense of the Sumitomo Corporation Group’s corporate DNA and strengthen the sense of unity among employees as members of the Group by reaffirming participants’ understanding of Sumitomo’s business philosophy and the Group’s Management Principles.

Human resources globally playing a leading role

Sumitomo Corporation Group promotes placing the right person in the right position at the right timing on a global basis, regardless of nationality and affiliation. Based on this policy, locally hired staff and employees of associated companies are transferred beyond the borders of countries and companies. We positively appoint local staff to executive positions of overseas offices to promote our policy of placing the right person in the right place on a global basis.
Labor Practices

Activities

Encouraging More Active Involvement of Female Employees in Business

Promoting active involvement of female employees in business is one of our important management strategies, and we are supporting these efforts through various measures. Aware of the support required for achieving a satisfying work-life balance, Sumitomo Corporation has introduced programs to encourage employees to work vibrantly and positively following maternity and childcare leave in addition to the systems of support that exceed requirements under the Child Care and Family Care Leave Law and related laws. For example, Sumitomo Corporation established the Triton Sukusuku Square in-house daycare center in 2008 to provide childcare services for Sumitomo Corporation Group employees, distributed a handbook that supports the achievement of balancing a professional career and childcare, and introduced a program that supports employees who only take their children with them while working overseas. We made an action plan of promoting women in March 2016 prescribed by The Act on Promotion of Women's Participation and Advancement in the Workplace.

Action Plan (PDF/74KB)

Female Activation Promotion Project Team (from April 2006)

The "Female Activation Promotion Project Team" was established in line with WLM promotion activities within the Human Resources Dept. We are developing more support measures by identifying female employees' needs through interviews with female employees in key career positions. In addition, we hold roundtable discussions with them as they have experience of keeping a balance between work and childcare. Through these efforts, we provide opportunities for young employees to visualize how they can work actively in the future without worries.

Support for balancing work and child-rearing

Sumitomo Corporation offers various options that are available both for men and women with the aim of creating a work environment where diversified employees who have entered the life stage of child-rearing can exert their maximum performance abilities. The Human Resources Department's staff interviews an employee who is to take a child care leave and her direct supervisor to provide information on relevant programs to facilitate her taking the leave and returning to work.

Maternity and Child-Care Related Programs at Sumitomo Corporation

Attaching great importance to diverse values and lifestyles in personal WLM fulfillment, we offer various optional programs and are flexible and supportive in helping employees eliminate any problems or concerns.

<table>
<thead>
<tr>
<th>Marriage</th>
<th>Maternity</th>
<th>ChildBirth</th>
<th>1st birthday</th>
<th>2nd birthday</th>
<th>3rd birthday</th>
<th>Primary school entry</th>
<th>Primary school graduation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marriage leave</td>
<td>Maternity protection</td>
<td>Paid leave due to regular check-up or sudden illness / Exempt from overtime and late-night work / Leave and flextime during maternity and child-care periods to reduce commuting burden</td>
<td></td>
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<tr>
<td>Spouse's maternity leave</td>
<td>Also available to attend the delivery</td>
<td></td>
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<tr>
<td>Child-care leave</td>
<td>Available to both male and female</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>In-house nursery</td>
<td>Available to male</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Special working hours during a child-care period</td>
<td>Available to female</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Limited overtime and exempt from late-night work until the child goes to primary school</td>
<td></td>
<td></td>
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<tr>
<td>Child-care flextime applicable and shorter hours until the child finishes primary school</td>
<td></td>
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<tr>
<td>Leave to look after a sick child</td>
<td></td>
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<tr>
<td>Applicability extended until the child finishes primary school</td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Labor Practices

Activities

Company Daycare Center “Triton Sukusuku Square” Established
In October 2008, “Triton Sukusuku Square,” an in-house daycare center, was opened in the commercial premises in Harumi Triton. The center, which is exclusively for employees of Sumitomo Corporation and Sumitomo Group companies, accepts up to 28 children aged from 0 to 5 years. The nursery was set up to help improve employee WLM, and is especially flexible in addressing the needs of employees who may return to work in the middle of the year, allowing them use of the services until the following April, when municipal nurseries will accept their children. It also acts as a temporary nursery that parents can use in an emergency.

The nursery, which is managed by an external company, is staffed with professional nursery workers and nutritionists. The spacious 200-square-meter room is partitioned into separate areas for each age group, and is brightly and freshly decorated in white with soft and odor-absorbing paulownia flooring. To make it easier for parents, we have an arrangement with Tomod’s, a drug store operated by one of our group companies, to provide disposable diapers, baby formula and other delivery services. Parents no longer have to haul around extra clothes, diapers, and other supplies when taking their children to the nursery.

Childcare consulting services
As part of our efforts to support employees to achieve childcare-work balance, we have adopted childcare consulting services provided by Poppins to which we outsource the operation of the in-house nursery.

Re-employment of former employees who had to leave the company due to their spouse’s transfer
A re-employment program is available for former employees who had to leave the company due to their spouses overseas transfer if they meet certain conditions.

Support for balancing work and long-term care
Sumitomo Corporation offers various programs to help its caregiving employees work without anxiety. We are working to create a work environment where employees who have entered the life stage of caregiving can play an active role at work. We hold seminars on caregiving issues and individual consultation sessions on caregiving issues (once a month). In 2014, we distributed the “Handbook for Managing Work-Caregiving Balance” to all employees.

<table>
<thead>
<tr>
<th>Program</th>
<th>Eligibility criteria</th>
<th>Frequency/period</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminars on caregiving issues</td>
<td>Sumitomo Corporation employees</td>
<td>Once or twice/year</td>
</tr>
<tr>
<td>Consultation sessions on caregiving issues</td>
<td>When any of the following people needs long-term care: spouse, parent, child, grandparent, child, or spouse’s parent</td>
<td>Once monthly</td>
</tr>
<tr>
<td>Flex-time work system</td>
<td>Under the flex-time work system, daily work hours can be shortened by a maximum of 120 minutes.</td>
<td></td>
</tr>
<tr>
<td>Short working hours</td>
<td>When any of the following people needs long-term care: spouse, parent, child, grandparent, child, or spouse’s parent</td>
<td></td>
</tr>
<tr>
<td>Exemption of overtime work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exemption of late night work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A leave of absence for nursing care</td>
<td>When any of the following people needs care: spouse, parent or child</td>
<td>Thirty days for one case as a rule</td>
</tr>
<tr>
<td>Long-term care leave</td>
<td>When any of the following people needs long-term care: grandparent, sibling, grandchild, or spouse’s parent</td>
<td>Five days annually for one person</td>
</tr>
<tr>
<td></td>
<td>When any of the following people needs long-term care: grandparent, sibling, grandchild, or spouse’s parent</td>
<td>Ten days annually for two or more persons</td>
</tr>
<tr>
<td></td>
<td>When any of the following people needs long-term care: grandparent, sibling, grandchild, or spouse’s parent</td>
<td></td>
</tr>
<tr>
<td></td>
<td>When any of the following people needs long-term care: grandparent, sibling, grandchild, or spouse’s parent</td>
<td></td>
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<tr>
<td>Other services available</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term care-related support services</td>
<td><a href="http://www.seacare.or.jp">http://www.seacare.or.jp</a></td>
<td></td>
</tr>
<tr>
<td>Elderly home monitoring services</td>
<td>(Reference: HR intranet &gt; Work-life management)</td>
<td></td>
</tr>
<tr>
<td>Cafeteria Plan</td>
<td>(Reference: HR intranet &gt; Employee benefits &gt; Cafeteria Plan &gt; User’s manual)</td>
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</tbody>
</table>

Other services available:
- Long-term care-related support services: http://www.seacare.or.jp
  Free consultation services for issues related to long-term care, such as how to use long-term care insurance services, how to get along with care managers and professional caregivers, and how to choose care facilities; and support services for long-distance care and balancing work and long-term care.
  Payment by users. Those working in Japan can use *Cafeteria Plan* points.
- Elderly home monitoring services: (Reference: HR intranet > Work-life management)
  For those with a family member living separately who needs long-term care or those stationed in an overseas office who have a family member living in Japan who needs long-term care, home monitoring services provided by SECOM Co., Ltd. or CENTRAL SECURITY PATROLS Co., Ltd. are available.
- Cafeteria Plan: (Reference: HR intranet > Employee benefits > Cafeteria Plan > User’s manual)
  *Cafeteria Plan* points can be used for the purposes below:
  - to partially cover caring costs
  - to partially cover costs for care products
Labor Practices

**Activities**

**Support for senior employees’ activities**
In terms of securing human resources to ensure the sustainable growth of the organization, Sumitomo Corporation has been improving the work environment to achieve active involvement of all employees regardless of age. The aim is to provide all employees with opportunities to play an active role at work. As part of this effort, we adopted in April 2006 an employment extension system that is available for all employees who reach the mandatory retirement age of 60 and want to continue working to the age of 65.

- **CLP (career & life planning) training/career assessment interview**
  CLP training is provided to employees 50 years of age or older to give them an opportunity to look back on their experience of working at Sumitomo Corporation and develop their career and life plans for further improvement in the future, regardless of internally or externally. In this training, we explain the employment extension system and retirement benefits of Sumitomo Corporation, public pension plans, long-term care and other insurance systems, and other relevant programs. In addition, we also provide information on how to prepare a money plan, which is necessary to create a life plan. For employees 50 or older, consultation on post-retirement career and life plans is available when they have an annual interview with their supervisor. With these services, we help individual employees develop a flexible work plan after retirement.

- **Explanatory session on the employment extension system, individual interview**
  An explanatory session on the employment extension system is available for employees reaching 58 years old. This session provides them with an opportunity to deepen their understanding of the employment extension system and retirement benefits of Sumitomo Corporation, public pension plans, long-term care and other insurance systems. An individual interview with Human Resources Department staff is also available for them to receive more detail information of the retirement benefits and the pension plan.

- **Support to find a new job**
  For employees looking for a new job opportunity outside the company, Human Resources Department supports them to introduce the services to find a new job including counseling by a counselor in contract with the company.

**Recruitment of mid-career human resources**
The business environment surrounding us has been rapidly changing. To survive this transformation period, it is necessary for Sumitomo Corporation to courageously enter new business areas in order to further expand and enhance its existing business. In order to achieve this, we hire mid-career professionals with high expertise and knowledge from external sources, in addition to existing internal human resources. The backgrounds of mid-career hires vary significantly, from lawyers, accountants and other qualified professionals to those with experience working in manufacturing, financial and media/IT industries. Taking advantage of their high expertise acquired in each industry, they are playing an active role in Sumitomo Corporation. What we expect from them is not only their expertise but also their ways of innovating and managing business. We hope their unconventional ideas and perspectives different from ours that have been generated in their diverse backgrounds will activate the company and organization to eventually lead to the enhancement of our company’s competitiveness. We will increase the recruitment of mid-career professionals, in addition to new graduates, to ensure the diversity of human resources.

**Promotion of the employment of the disabled and retention of disabled employees**
As part of its efforts in corporate social responsibility and toward diversity, Sumitomo Corporation has been promoting the employment of the disabled. In 2014, we established Sumisho Well Support Co., Ltd., a special subsidiary company, to promote the employment of people with disabilities and retention of disabled employees.

Disabled employees of Sumisho Well Support are engaged in various tasks, such as supplying office stationery, in-house mail delivery, making name cards, and converting data into PDF files to promote paperless transactions. They are now indispensable for our company's business activity. As our business is expanding, the number of employees increased by 12 in the past year, to become 35 in total as of June 2018. We will continue to cooperate with disabled persons and help them grow and encourage them to be independent. As the Sumitomo Corporation Group as a whole, while ensuring to meet the legal employment rate for disabled people, we will further increase job opportunities for disabled people.
Labor Practices

**Policy and concept**

Creation of an environment where diverse individuals can demonstrate their fullest abilities

Sumitomo Corporation formed the company-wide "Work-life Balance Promotion Project Team" in April 2005. Since its launch, the team has implemented various efforts. In December 2015, the team's name was changed to “Work-Life Management” in order to clarify our underlying idea that employees should promote a smart work style over a medium- to long-term perspective and proactively manage work life balance. How to manage work-life balance depends on individual values and lifestyles. We believe a fulfilling life as a whole, both at work and in private life, produces vitality, which serves as a driving force to create new value. In this context, Sumitomo Corporation offers various kinds of options to help employees address various issues. We also use and promote an output-oriented approach to work, which generates high added value.

**Activities**

**Reduction of overtime**

Sumitomo Corporation has promoted a smart work style with smart distinction and switchover between “work with full energy” and “enjoy private life.” As business is becoming diverse and sophisticated, job types and tasks are also becoming diverse. Under these circumstances, the management of working hours by reducing them quantitatively and uniformly does not suit the current situation. Merely working long hours does not necessarily result in better achievement. In terms of improving global competitiveness, company-wide efforts will be continued to pursue a work style that generates added value. We have programs for employees to share information on efforts to raise awareness and other useful information. Examples are shown below:

- **Reduction of overtime**
  - Time Management Training sessions held
  - Regularly holding labor-management roundtable discussions
  - Implementing work-style KAIZEN seminars (labor-management collaboration)
  - Awareness raising efforts

- **Encouragement to use entitled leaves**
  - Quantitative targets set for paid leave utilization
  - Initiatives for “Premium Fridays”
  - Spouse maternity leave, Refresher leave, Volunteer leave

- **Promotion of flexible work styles**
  - Teleworking system
  - Super flexible work hours system

- **Time Management Training**
  Since 2005, we have been providing employees in Class-A key career positions with time management training. We are expanding the target to a wider range of employees, providing it in an ongoing manner as part of our employee awareness-raising activities.

- **Work-style KAIZEN seminars**
  Since 2008, jointly with the labor union, we have held work style kaizen seminars inviting external lecturers a few times annually. Lecturers in the past include Takeru Kaido, Osamu Hayashi, Akihiro Nakatani, Tsuneo Sasaki and Yoshie Komuro.
Labor Practices

Activities

Encouragement to use entitled leaves

Sumitomo Corporation promotes a smart work style with the aim of improving productivity to achieve the maximum results in a limited time. Efforts to achieve this goal include the setting of a target number of paid leaves to be taken in 2016 and the adoption of “Premium Fridays” in 2017.

Paid leaves taken by employees

In 2016, the company-wide, quantitative target was set for each employee to take at least 12 days, which was reached by 92.7% of employees; in 2017, it was set for each employee to take at least 14 days, which was reached by 95.7% of employees. In 2017, another target of at least 16 days on average among all the employees was set, which was achieved. The company-wide, quantitative target in 2018 was set for each employee to take at least 14 days, along with the non-binding target of 16 days.

Premium Fridays

- On the Premium Friday, it is recommended to take all-day or the afternoon off.
- If it is difficult to take a paid day off, it is recommended to use flextime and leave the office earlier than usual.
- In addition to the month-end Friday, which is designated by the Ministry of Economy, Trade and Industry as Premium Friday, it is recommend that employees take a paid day off or use the flex-time work system on other Fridays of the month, which we collectively call “Premium Fridays.”

Creation of a work environment to realize self-sustaining and flexible workstyles

The objective of the teleworking and super-flexible work hours systems is to create a work environment where employees can work proactively and flexibly and to achieve an output-oriented work style that generates high added value. By allowing employees to work proactively and flexibly, it is aimed to help them make the time for themselves to maintain good health and improve their self-value, leading to maximizing their performance.

Teleworking system

In November 2018, we adopted a teleworking system, which offers three options: working at home, working from a satellite office, and mobile working. This system applies to about 4,000 employees working for Sumitomo Corporation in Japan. As a rule, eligible employees are entitled to up to 14.5 hours (equivalent to the work hours for two days) of teleworking per week. They are allowed to work at home or any of more than 100 satellite offices mainly located in Tokyo, which is helpful for them to expand the work area flexibility. There are no particular restrictions on use, in general. Employees in different circumstances, such as providing childcare and long-term care, throughout the company, are provided an opportunity to work proactively and flexibly.

Super flexible work hours system

In November 2018, we abolished the flexible work hours system, under which employees were required to be present during the fixed core hours from 11:00 to 15:00, and newly adopted the “super flexible work hours system.” The new system has no core hours. Employees can start and end their work at any time during the flexible time band from 5:00-22:00. This system allows individual employees to design and manage their own work style, leading to further improvement of the performance both of the organization and each employee.
Work Health and Safety

Policy and concept

Basic policy

“To achieve prosperity and realize dreams through sound business activities” is one of the management principles of the Sumitomo Corporation Group. Based on this principle, our mission is to ensure the economic and spiritual prosperity of people around the world, including our employees, shareholders, clients, and local communities, and to fulfill their dreams. We also believe that, in order for every employee to maximize his/her performance, good physical and mental health is essential, without which it is not possible to constantly create new value. The Declaration of Iki-iki Waku-waku Health and Productivity Management of the Sumitomo Corporation Group was developed based on this belief. The Group implements various efforts based on this declaration and by taking into account the actual situation of each group company. We will continue to promote health management based on the Declaration of Iki-iki Waku-waku Health and Productivity Management and with focus on “improvement of health literacy,” which enables employees to maintain good health to continue working, “reassurance in emergencies” to be well-prepared for unexpected illness, and “global medical support,” which is unique to integrated trading companies.

- [Declaration of Iki-iki Waku-waku Health and Productivity Management](#)
- [Recognized as an excellent health and productivity management enterprise in the White 500 category](#)

Safety measures in uranium mining

Our Groups development of uranium mines, production and sales of uranium concentrates, and trading of various kinds of nuclear fuels containing radioactive substances comply with each country’s laws and regulations based on the IAEA (International Atomic Energy Agency) standards. With our highest priority on HSSE (Health, Safety, Security and Environment), we place the utmost importance in ensuring the safety of onsite employees and local residents. Specific measures taken in production and sales of uranium concentrates include the measurement of radiation exposure of all those entering and leaving the plant, and the management and monitoring of cumulative radiation doses in employees. Uranium concentrates and various kinds of nuclear fuels we deal in are all used for peaceful purposes such as consumer power generation. Our relevant activities comply with security trade control-related laws and regulations.

Systems

Employee engagement

Sumitomo Corporation holds a monthly health and safety committee meeting, which is attended by labor union officials on behalf of employees, to discuss health promotion for employees and a better work environment. A roundtable conference on work styles is also held twice a year by management and the union, where participants exchange opinions with a view to improving work styles qualitatively and quantitatively in terms of working hours for union members.

Crisis management system

Sumitomo Corporation has 22 offices in Japan and 109 offices overseas (in 65 countries and regions) (as of August 1, 2018). On a consolidated basis, the Company employs around 73,000 workers around the world. In order to prepare for the incidents, accidents and disasters that will inevitably continue to occur within and outside Japan, each employee needs to be aware of crises and proper safety measures on a day-to-day basis. Meanwhile, each organization also needs to develop infrastructure for safety measures to prepare for an emergency. Also, in the event of an emergency, we need to understand the situation with speed as it is critical to build a support system and promptly resume business operations. We have therefore centralized reports on all emergency cases, within and outside Japan, within the Safety Promotion Division and ensure speedy reporting to the president by appointing the vice president as its general manager. This system also enables provision of necessary support in a timely and unified manner.
Work Health and Safety

System

Reporting of work-related accidents

We take measures to prevent work-related accidents. If an accident occurs, it must be immediately reported to the Employee Relations & Compensation Department. The numbers of work-related accidents reported in Sumitomo Corporation alone are as follows:

Number of work-related accidents

<table>
<thead>
<tr>
<th></th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4 accidents</td>
<td>3 accidents</td>
<td>1 accident</td>
<td>2 accidents</td>
</tr>
</tbody>
</table>

No fatal accidents were reported.

If a work-related accident or disaster occurs at Sumitomo Corporation or any of its affiliated companies despite our prevention efforts, it must be immediately reported to the Safety Promotion Division led by Representative Director/Executive Vice President as Director. Managers of major departments of the Corporate Group serve as members of the Safety Promotion Division. At the end of every month, they are required to submit a monthly report to the Manager of the Planning & Coordination Department of each Business Unit (Executive Officers, Directors) to keep executives informed of the current situation. Measures to address work-related accidents, such as investigations and responses to relevant issues, and prevent them from recurring are taken appropriately.

Important issues are determined by the Safety Measures Implementation Headquarters and particularly important ones are reported to the Management Council by the Headquarters' Director (Representative Director, Executive Vice President) to discuss and decide upon.

OHSAS 18001-certified facilities

Sumitomo Corporation's consolidated subsidiaries that have been certified to OHSAS 18001 are as follows:

- Nanjing CMSCL Co., Ltd.
- FUJIWA MACHINERY INDUSTRY (HUBEI) CO., LTD.
- SCE (Steel Center Europe)
- SMTL (Sumisho Metal Thailand)
- Changchun FBS Steel Processing & Distribution Co., Ltd.
- Nanjing Baosteel Summit Metal Products Co., Ltd.
- THAI SUMILOX CO.LTD.
- Shanghai Summit Metal Products Co., Ltd.
- Dalian Bao-Summit Metal products Co., Ltd.
- EDGEN (Sites other than those in USA have been certified.)
- HOWCO (Sites other than those in USA have been certified.)
- MINERA SAN CRISTOBAL S.A.
- SC Foods Co., Ltd.
Work Health and Safety

Education on crisis management

Sumitomo Corporation provides a series of seminars on safety measures in order to encourage each employee to become more aware of crises and to learn how to ensure their own safety. We organize over 90 seminars a year, dividing the programs into 4 grades and 6 courses according to the participants’ experience and learning levels. Also, each office has prepared its own manual on safety measures, which is shared with the Safety Promotion Division, in order to ensure a prompt and effective initial response when a contingency occurs. We have built a system to provide prompt and effective relief and support through cooperation within and outside the country in times of emergency. We also develop safety net systems as part of our regular practice. For example, we have a system that obtains real-time information on troubles around the world (e.g., terrorism, major accidents, severe weather, natural disasters, etc.) and forwards it to employees who are working on assignment in or taking a business trip to various places. Another example is a system to provide support when emergency medical care is needed.

Health support services to employees stationed overseas

Sumitomo Corporation has its offices in 66 countries. A total of about 1,150 employees are stationed around the world along with about 1,160 family members of theirs. We provide these expatriates working in an environment different from Japan with health care services to maintain their health, such as an annual health checkup. Counseling services provided by a clinic and the SCG Counseling Center are also available for those with mental and physical disorders. We have a contract with Emergency Medical Assistance Services, which cover a wide range of support services from health counseling offered by an external doctor, public health nurse and other healthcare professionals to emergency transfers. We provide information on necessary vaccinations, local safety conditions, how to prevent infectious disease and other important issues to employees before overseas business trip and transfer and their family members.

Measures against global health problems

Currently, many countries around the world are struggling with serious health issues, including HIV (AIDS), tuberculosis and malaria. The Sumitomo Corporation Group is determined to take active measures against these global health problems. In order to ensure that officers and employees of our Group have accurate information about and protect themselves from these infectious diseases, the Company provides health checkups in advance for officers and employees who are assigned overseas and, when necessary, encourages them to be vaccinated against infectious diseases. We also provide a variety of training before their assignments. Moreover, we started organizing e-learning and seminars on safety measures in FY2017 in response to requests by employees about to go on their first overseas business trip as well as those looking for the latest information on infectious diseases. These programs aim to enhance awareness of crisis management and disseminate accurate and up-to-date information. We make these programs available to officers and employees not only of Sumitomo Corporation but also of the entire Group within and outside Japan. Through these activities, we support employees’ health and safety while they are overseas.

Business description

PT FUMAKILLA INDONESIA

Under the slogan of “protecting people’s lives,” Fumakilla Limited entered the Indonesian market where protection of people from infections is a major concern in their living environment. Over the last 30 years, the company has made slow but steady efforts in spreading its mosquito repellent coils with high medical effects in every corner of the region. As a result, it has now the largest share in the Indonesian market, contributing to the Indonesian market, contributing to addressing one of the major local social issues. In terms of social contribution, not only the product performance but also the marketing method applied there (a business model called BOP to deliver products directly to general users in emerging countries) are significant. Since its foundation in 1990, we have been continuing our investment (current share of 20%). Our employees assigned there also support the local operation of Fumakilla.
Work Health and Safety

**Activities**

**Clinic**

Sumitomo Corporation has set up an in-house clinic (internal medicine and dentistry) to support employees’ health management on a day-to-day basis. The internal medicine department is open five days a week for outpatients, with specialists in lifestyle diseases such as diabetes and hyperlipidemia, infectious diseases, and the liver, kidney and respiratory organs. The department also provides employees at high risk of developing lifestyle diseases with ongoing support, including nutrition counseling by registered dietitians and collaboration between specialists in diabetes and nurses, as well as regular blood tests. At the dentistry department, checkups are provided twice a year in addition to regular treatment. Dental and oral hygiene education is also offered on an individual basis as needed.

**Subsidies for costs of health checkups and complete physical examination**

The in-house clinic provides services such as periodic health checkups (for those under 35), health checkup immediately after joining the company, and health checkup before and after overseas transfer. Employees aged 35 and older are required to undergo a complete physical examination at an external medical facility. Its cost can be covered by the corporate health insurance society. The percentage of those who received a periodic health checkup, including complete physical examination at an external medical facility, in fiscal 2017 was 100%. Based on results of a periodic health checkup and complete physical examination at an external medical facility, the internal clinic provides detailed follow-up care, and the corporate health insurance society provides specific health guidance. These services help employees prevent disease and detect disease at an early stage.

**Mental healthcare**

We provide training on mental health several times a year, including self-care education and training for managers. Through these comprehensive programs taught by external instructors, trainees learn key points about their own mental health and that of others. About 450 employees (including those from Group companies), mainly young employees and managers, take this training in the form of 10 sessions per year. We have also set up a counseling center “for everything, with confidentiality totally protected,” which is used by a total of over 1,200 employees annually. In addition, we conduct an annual stress checkup, which is extended to employees working overseas. The health consultation office within the in-house clinic, also covering mental health, is also available to employees working abroad. To prevent the progression of mental illness and help employees return to work, the in-house clinic also has a specialist in psychosomatic medicine available three days a week.
The Sumitomo Corporation Group is an organization that supports its employees so they can work with enthusiasm, and provides the SCG Counseling Center in the Harumi Triton Square, where Sumitomo Corporation's Head Office is located. This center is staffed with multiple counselors to help solve various problems and concerns. Since its establishment in April 2005, confidentiality has been well protected, and employees have become used to consulting staff about any problems at this center with ease of mind. (1,200 or more consultation issues in 2017)

SCG massage room “Koriton”

The “Koriton” massage room was opened in the Harumi Triton Square in April 2008 as a place where SCG employees can receive relaxing therapy. We have received many favorable comments, such as "It's very convenient to keep in good shape in a break from working" and "The efficiency of my work after massage was improved." A total number of users in fiscal 2017 exceeded 3,600.

<table>
<thead>
<tr>
<th>Service provider</th>
<th>Services</th>
<th>Eligible users</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCG Counseling Center</td>
<td>Counseling in person</td>
<td>Mainly for employees in Tokyo</td>
<td>Qualified counselors provide counseling to employees in Japan and overseas.</td>
</tr>
<tr>
<td></td>
<td>Counseling by phone</td>
<td>All employees</td>
<td>Qualifications of the counselors include senior industrial counselors,</td>
</tr>
<tr>
<td></td>
<td>Counseling by visiting the employee's site</td>
<td>Employees outside of Tokyo including</td>
<td>clinical psychotherapists, career consultants, and family consultants.</td>
</tr>
<tr>
<td></td>
<td>Various seminars</td>
<td>All employees</td>
<td>Implementing seminars for managers, general employees, employees overseas,</td>
</tr>
<tr>
<td></td>
<td>Consultation</td>
<td>Management</td>
<td>employees’ families</td>
</tr>
<tr>
<td>External contracting company</td>
<td>Counseling in person, by phone, by visiting</td>
<td>All employees</td>
<td>Contracting external companies to provide counseling in person, by e-mail,</td>
</tr>
<tr>
<td></td>
<td>the employee's site</td>
<td></td>
<td>phone, and visiting the employee's site.</td>
</tr>
</tbody>
</table>

Measures against smoking

On the occasion of the relocation of the Head Office in September 2018, we designated office floors of the Head Office as non-smoking areas. We have also taken measures against smoking, including a subsidy to those who want to quit smoking to buy antismoking gums and an anti-smoking support program provided by the clinic.
Work Health and Safety

Activities

Business description

Stable supply of tubular products based on strict HSSE management

Our company is the number one supplier of oil well pipes in the United States and engaged in diverse business activities around the world. Based on our basic policy that compliance with laws and regulations and HSSE should be given priority over all business activities, we have started establishing a global HSSE management system. Under the slogan of "Zero Harm" to completely prevent occupational and environmental accidents, we have developed an HSSE management system that applies to our global activities, based on continuous improvement through the PDCA cycle. We also assigned staff specializing in OHSAS 18001 to major overseas offices and established a global HSSE network connecting four regions in the world. Through these efforts, we are enhancing HSSE management taking into account regional business activities.

The General Manager of the Tubular Products Division announces the HSSE Policy every year to all employees of the global tubular products group. The policy places emphasis on our commitment to ensuring an environment where the highest priority is given to the safety and health of not only our employees but also customers, contractors, suppliers and local community residents.

One of the 12 elements that constitute the HSSE management system is risk management. It is required for our business offices around the world to identify, analyze and evaluate risks unique to each office due to differences in the types of onsite work, facilities and work environment, which has been useful to develop effective measures for each work site. To further improve the level of HSSE management, we have developed our own ICT tool to be used for reporting accidents, sharing information among different regions such as information on activities, risk assessment results, successful cases and know-how, and providing e-learning education and training.

Since the introduction of the global HSSE management system, the number of accidents has steadily decreased. In 2014, we added a new slogan "Beyond Zero Harm" to show our intention not only to achieve "Zero Harm" but also to make it our habit to maintain the state of "Zero Harm," through embedding the HSSE culture throughout the company. We are determined to further strengthen the management system to achieve "zero Harm" and fulfill our social mission as the top supplier through stable supply of tubular products.

Measures taken in logging of raw wood

The incidence of occupational accidents in the forestry industry is higher than those in other industries. The ratio of serious accidents, including deaths, is also very high.

To cope with this situation, we comply with the international safety management standards required for Forest Stewardship Council (FSC) certification in forest management by OAO Terneylesy in Russia in which we invest. If we receive instructions as a result of an audit for the renewal of the certificate, we take improvement measures immediately. We have thus been certified consecutively since 2004.

We have also implemented various measures to prevent occupational accidents. Our efforts to reduce occupational safety and health-related risks include: inclusion of safety management rules into the internal regulations; inclusion of safety-related items in a job description contract with an employee; establishment of the Safety Management Department; and onsite inspection by the Safety Management Department at plants and work sites of the company.

When the Safety Management Department determines it necessary to make improvements, each onsite manager is required to develop an improvement plan and report it to the president. After completing the improvement, the manager also must report its result. The Safety Management Department is required to make a list of occupational accidents that have occurred in the last month based on reports provided by each site and report it to the president. If necessary, the department develops an improvement plan and give each site an instruction to implement improvement measures.
Human resources development

Policy and concept

For the Sumitomo Corporation Group, human resources are the most important managerial resource. Based on its understanding and implementation of the Management Principles and Activity Guidelines, the Sumitomo Corporation Group is committed to contributing to society across a broad range of areas by leveraging its diverse workforce of people from all walks of life who are constantly creating new value on a medium- to long-term basis. To meet this commitment, the Group is striving to enhance the abilities of individual employees and speed up human resource development while fostering strategic and planned employment as well as the development and empowerment of its workforce as whole. For the development of its human resources, the Sumitomo Corporation Group traditionally provides both OJT and OFF-JT. OFF-JT supplements OJT, which forms the foundation of the Group’s human resource development. In OFF-JT programs, participants look back on their job successes and failures, generalize/ conceptualize their experiences, and acquire the skills and knowledge required for their jobs in preparation for taking on more difficult tasks.

Sumitomo Corporation Group Personnel Development Programs

Activities

Our personnel development programs

As Sumisho Business College (SBC), we organize 320 courses of OFF-JT training a year and offer programs that cover the knowledge and skills necessary for business.

In particular, we are focusing on training programs that will contribute to enhancing the abilities of individuals such as change and creativity, logical thinking, execution / realization capability.

We also offer Long-Term Programs for Selected Employees that allows employees to acquire the knowledge and skills necessary for business management. Many of those completing the program have been playing a leading role in managing associated companies in Japan and abroad. In our efforts to enhance the development of human resources, we make effective use of external training programs, such as overseas executive programs, in addition to in-house training programs.

We also constantly conduct a study tour to visit Besshi Copper Mine where the business of the Sumitomo Corporation Group started to give employees an opportunity to feel Sumitomo’s Business Philosophy, which is the source of the Group's Management Principles. Since fiscal 2017, we have increased the frequency of the program and expanded the eligibility requirements to further instill the philosophy.

Number of hours for ability development training in fiscal 2017

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Total number of training participants</th>
<th>Total number of training hours</th>
<th>Number of training hours per employee</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total number of training participants</td>
<td>11,818</td>
<td>62,967</td>
<td>12.4 hours</td>
</tr>
<tr>
<td></td>
<td>Total number of training hours</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Leadership / Professionalism

- Programs for different employee classes
  - Vision
  - Teamwork
  - Human resources
  - Major business development
  - Innovative approach etc.

Corporate Mission Statement / SC VALUES

- Long-term programs
  - Managerial training
  - Management training
  - Legal affairs
  - Risk management
  - Cognitive abilities etc.
Human resources development

### Human resources development programs

#### 1. Level-Specific Programs

Level-Specific Programs are designed to help employees develop leadership mindsets and the skills needed for each level, with the aim of systematic leadership development. From new employee to senior management, Participants in the training will understand what is expected of them and what roles they should fulfill, thereby acquiring tips on how to transform themselves. Participants who are at the same level will inspire each other to become more motivated to learn. We also hold Level-Specific Programs for the entire Sumitomo Corporation Group. Through the program participation, they build a rich network within the Sumitomo Corporation Group.

#### 2. Elective Programs

More than 70 different selective programs are available, covering comprehensive knowledge and skills, from basic to advanced levels, that will be needed to play a leading role as an executive. After completing the Introductory Seminars and the Basic Seminars where employees can acquire the basic skills and general knowledge (standard skills and knowledge) required to work for an integrated trading company, employees can choose any of the programs where they can learn about knowledge and skills required for them to do their work. In addition, "SC MBA" is prepared to acquire management literacy. It is designed to provide them with basic theories and frameworks that they need to understand, regardless of their present department or job details.

#### 3. Long-Term Programs for Selected Employees

Participants in the programs will work to establish their own management philosophy and acquire skills to foster self-directed learning and practical leadership, which are difficult to develop under short-term programs. Participants in the programs are selected from among those who are demonstrating their abilities at the forefront of business and those who are expected to take on leadership roles in the future. The programs are designed to help these employees take their skills to the next level. Also, in some of the programs, lecturers and participants will engage in two-way discussions so that participants can gain a broader perspective on organizations, the entire company, and society as a whole.

- **Leadership Cultivation Program**
  This workshop is targeted at young managers who have subordinates and are expected to demonstrate their abilities as team leaders and in other similar positions. It consists of 10 sessions in six months. Participants will learn about the concept of “self-independent attitude” through the training and review one’s own leadership style and actions. They will acquire management techniques for motivating each one of their subordinates and drawing their potential so that they can maximize the organizational productivity.

- **Sumitomo Executive Management Program**
  This workshop is targeted at team leaders who are working at the forefront of business and are or will be engaged in business management at Group companies. The program consists of about 30 sessions for about 10 months. By this program, Sumitomo Corporation will develop business leaders for each work site by helping participants to acquire management literacy (knowledge and skills) and to establish their management philosophy and ideas as a foundation for taking a broader view, taking actions, and making decisions. After completing the program, participants are required to make a presentation in front of executives.

- **Workshop with General Managers of Business Units**
  This workshop is targeted at those who assume executive positions in the Sumitomo Corporation Group and are therefore required to take a broad view for the management of the entire Group. It consists of eight sessions in about four months. Participants acquire the ability to think broadly from the viewpoint of management by participating in dialogues and discussions with senior management, and make findings about the ideas and attitude that are required of management.

- **Overseas training at IMD**
  In collaboration with overseas business school IMD, a customized program is implemented in Lausanne, Switzerland with a focus on the following three elements, which are indispensable for a global workforce:
  - Global Leadership/The Digitalization Revolution/Innovation and New Business Models

- **Executive programs**
  We will proactively dispatch candidates for its management team to business schools and other executive programs implemented in Japan and abroad. Participants in these overseas programs are required to attend the orientation meeting and Pre-Executive Program (to learn how case studies are conducted at business schools and enhance their presentation/discussion skills) provided by the Human Resources Department.
Human resources development

4. Training of overseas local staff
The Sumitomo Corporation Group also places an emphasis on promoting and training local staff of overseas organizations and Group companies in order to enhance the retention and development of human resources who are globally competent.

As part of this effort, we provide Level-Specific Programs (non-managerial staff, managers and executives) to overseas local staff. This training programs are held more than ten times every year at the Tokyo Head Office inviting nearly 300 local staff from different sites around the world. They are designed to share the Sumitomo Corporation Group’s DNA, cultivate a sense of unity, share information on the company's management policy and strategies by reminding the participants of Sumitomo’s Business Philosophy and the Group's Management Principles.

Various kinds of lectures to improve their skills are also included.

In fiscal 2013, our global operations were broadly divided into four broad regions. We will take various measures to promote the training and use of local staff within each region, including rotation of local staff members within the region and promotion of staff of overseas organizations and group companies to key positions. To further promote the development and use of human resources on a global basis, the Tokyo Head Office supports local organizations from various aspects, including establishment and improvement of employment and training systems.

5. In-house education and awareness-raising on respect for human rights
As a global organization contributing broadly to society, the Sumitomo Corporation Group employs Management Principles that place prime importance on integrity and sound management with utmost respect for the individual. Based on this principle, the Group developed the CSR Action Guidelines for Supply Chain Management that take into consideration human rights and various other issues.

The first provision of the guidelines is to “respect human rights and not to be complicit in human rights abuses.” With the above considered, we have established a committee to promote human rights and Dowa issues, and we have a forum to discuss issues on human rights such as Dowa issues, Buraku discrimination, people with disabilities, foreign residents and other issues related to human rights every year. We also invite experts from outside the company to give training sessions to improve employees’ awareness of human rights. In fiscal 2014, we held a seminar on human rights issues that need special attention in business activities. Since fiscal 2015, we have held practical workshops on methods for assessing risks of human rights violations in supply chains. Training seminars on mental health and human resources management are also available. Particularly in Level-Specific Programs for managers, programs on harassment have also been added to maintain a harassment-free work environment and to provide suggestions on how to address harassment if it occurs. Through these efforts, we constantly provide employees with correct education and raise their awareness to prevent human rights violations at work.

Activities

Sumitomo Corporation Global HRD Center
A training center to develop global talent as well as to be used as a strategic multipurpose facility

The Sumitomo Corporation Global HRD Center in Ginza, Tokyo serves as a training center to develop global talent as well as a strategic multipurpose facility. As a training center, it is used to further strengthen the development of a global and diverse talent. It also has a versatile multipurpose space, which is used for Head Office functions. International colleagues from different organizations and countries all over the world meet at this facility for intensive discussions on the future visions and strategies of the Sumitomo Corporation Group.

Career adviser

Since April 2007, career advisors (CA) have been available at each organization with the aim of improving employees’ career development and reinforcing the organization through providing assistance to individuals and organizations.

CAs have three key roles: provision of support and advice to employees (both subordinates and supervisors), and provision of support for communication between individuals and the organization. Through these roles, they support the creation of a good work environment where employees can maximize their abilities and strength.
Human resources development

Activities

Business description

Human resources development for a large-scale purchasing project of construction machinery made in Japan, the first of its kind in Uganda

The Republic of Uganda is a landlocked country in East-Central Africa. The agricultural population accounts for 80% and its major industry is agriculture, which accounts for 40% of the GDP and 80% of the export revenues. The Uganda Government promotes economic growth for the purpose of addressing social issues, such as poverty reduction. Its main efforts are concentrated on diversifying export products, mainly agricultural products, and adding value to them. Among the government priority policies to achieve this goal, the highest priority is placed on the construction and maintenance of local roads that are used to deliver and sell domestically produced agricultural products safely and promptly in domestic and international markets. They have developed plans to purchase construction machinery and vehicles necessary for road construction.

In response, based on our wide variety of experience in export sales business over many decades in Africa, we proposed a scheme for which a customer-oriented financing can be used. In September 2015, our company and the Uganda Ministry of Works & Transport signed a contract for large-scale purchases of about 650 construction machines in various kinds and about 500 vehicles. In April 2017, we started delivering them and, in May 2018, all the machines were installed as planned. These machines and vehicles are operated at various places in Uganda.

Construction machines and vehicles that have been supplied by our company are being used for constructing road networks as scheduled in Uganda, leading to enhancing the distribution of agricultural products domestically and internationally. Our contribution to supporting the transportation infrastructure of the country and to building a platform that promotes economic development will generate a virtuous circle of growth and development together with local communities.

It is also essential to train operators of supplied construction machines and vehicles in order to use them over many years. In this project in Uganda, we placed emphasis not only on delivering construction machines and vehicles but also providing education and instruction on how to operate them correctly. In cooperation with each manufacturer, we trained a total of 47 operator trainers and about more than 1,000 operators.

In addition to sales of construction machines and vehicles, we also provide after-delivery services, in cooperation with each manufacturer, including parts supply, to ensure continuous operation without problems. We also provide support programs, including training of machine operators and trainers who educate machine operators. Through these efforts, we believe we can contribute to the development of Uganda.

Business description

Job training programs at Toyota Iraq

Sumitomo Corporation provides job training programs in Iraq via Toyota Iraq, its consolidated subsidiary. The objective of these programs is to help young internally displaced persons (IDPs) in Iraq acquire technical skills to ensure their stable employment opportunities in the future and to form the basis of independent living.

In Iraq, the prolonged conflict has had tremendous impacts on the public. More than three million people have been forced to leave their homes. Impacts on young people are particularly significant. They have lost opportunities for education and employment. In these circumstances, it has become urgent to create opportunities to ensure stable income in order for them to rebuild their lives. In response, Toyota Iraq, jointly with the UNDP, implemented job training programs for IDPs four times. A total of 37 young people have so far completed these programs. It is the hope of Sumitomo Corporation to achieve the sustainable development of local society. To fulfill this hope, we will continue to support IDPs to improve their living conditions in Iraq through our business activities.
Supply Chain

Policy and concept

The Sumitomo Corporation Group is engaged in globally-oriented business in a wide range of fields. It is our responsibility to appropriately manage impacts caused by our business activities, including extensive supply chains, on society and environment. The Sumitomo Corporation Group has established the CSR Action Guidelines for Supply Chain Management. Through the implementation of these guidelines, we are aiming to realize a sustainable society by working together with our suppliers and business partners to achieve responsible value chain management. The Company provides numerous opportunities to promote the understanding and entrenchment of these guidelines, including training for new employees and locally hired employees, meetings within business units and domestic and overseas regional organizations, and pre-departure briefings with employees being sent on overseas assignments in order to promote sustainable supply chain management.

The Sumitomo Corporation Group CSR Action Guidelines for Supply Chain Management

The Sumitomo Corporation Group aims to be a global organization that, by constantly staying a step ahead in dealing with change, creating new value, and contributing broadly to society, strives to achieve prosperity and realize the dreams of all our stakeholders through sound business activities in strict adherence to our Corporate Mission Statement, and the management style principle contained therein, wherein prime importance is given to integrity and sound management with the utmost respect being paid to the individual.

In order to promote sustainability and social wellbeing in accordance with our mission, the Sumitomo Corporation Group hereby sets down these CSR Action Guidelines for Supply Chain Management. With a view to further strengthening the global relations which form one of the foundations of our core competence of integrated corporate strength, we request our suppliers and business partners to kindly accept, understand, and practice these guidelines so that together we can achieve responsible value chain management.

Our suppliers and business partners are expected to:

1. Respect human rights and not to be complicit in human rights abuses
2. Prevent forced labor, child labor and the payment of unfairly low wages
3. Not engage in discriminatory employment practices
4. Respect the rights of employees to associate freely in order to ensure open and fair negotiations between labor and management
5. Provide employees with safe and healthy work environments
6. Protect the global environment and give due consideration to biodiversity
7. Ensure the quality and safety of products and services
8. Ensure fair business transactions, to abide by all applicable laws, rules and regulations, and to prevent extortion, bribery and all other forms of corrupt business practices
9. Ensure appropriate information security
10. Cooperate with members of local host communities and contribute to sustainable regional development
11. Disclose information regarding the above in a manner both timely and appropriate.

Interpretation of The Sumitomo Corporation Group CSR Action Guidelines for Supply Chain Management
Supply Chain

**Conflict minerals policy**

The Dodd-Frank Act, which was enacted in July 2010, requires US-listed companies to trace the country of origin of minerals used in their products within their supply chains to determine whether or not "conflict minerals" produced in and around the Democratic Republic of the Congo are included. The results must be reported annually to the U.S. Securities and Exchange Commission (SEC) and disclosed on their websites.

Such reporting is not mandatory for the Sumitomo Corporation Group itself because it is not US listed. However, if it is revealed that a conflict mineral is used by our partner company, our reputation could be harmed and it may affect customer selections. We therefore gather relevant information regularly and managed it unitarily.

* The Dodd-Frank Act defines conflict minerals as tin, tantalum, tungsten and gold.

**Measures taken in the textile industry**

Sumitex International Company Ltd. deals in products ranging from fiber material to final secondary products, such as clothing and general merchandise. The company aims to achieve sustainable growth in harmony with society while paying careful consideration to labor and other practices in their supply chains.

They conduct work environmental audits of plants where the production is outsourced, based on the standards of some customers. Issues to be audited include not only the work environment but also child labor, forced labor, coercion, harassment, discrimination and occupational safety. The company does not use manufacturing plants that fail to meet the standards and only use those that meet the Sumitomo Corporation Group CSR Action Guidelines for Supply Chain Management and the Code of Conduct (CoC) of our customers.

**Measures taken in the chemical and electronics industries**

Sumitomo Shoji Chemicals Co., Ltd. is mainly engaged in trading business of chemical and electronic products, which are involved in various industries and have a multitude of applications. Before starting business transactions, the company confirms that each supplier of raw materials does not use conflict minerals, which are key funding sources for local armed groups, and appropriately manages chemical substances contained in their products in line with customer's demands, to make sure that no issues related to the environment and human rights have been reported. Sumitomo Shoji Chemicals is a member of Sedex, a nonprofit membership organization providing a world's largest platform to manage and share ethical data within supply chains, with the aim of ensuring ethical and responsible business practices in global supply chains. The company has also passed the human rights and environmental audit of Sedex.

Sumitomo Shoji Chemicals agrees on the Green Partner Environmental Quality Approval Program of its clients, whose objectives include the promotion of environmental protection. It also requires its suppliers of raw materials to agree on a green procurement program and other relevant programs and to comply with environment-related laws and regulations, and follows their implementation.
Industrial and technology innovation

The use of Information and Communication Technology (ICT) has become widespread in all industries. As a result, the world has become increasingly borderless and complex. In response, it is inevitable for the Sumitomo Corporation Group to cope with accelerating technology development and innovative business models that will change the structures of all industries. In this context, we have included “Technology x Innovation” in the emerging fields in the medium-term management plan.

The highest priority is placed on the upgrading of existing business by accelerating digital transformation, revolution in business models, and creation of new business models. To achieve these highest priority targets, we established the DX Center. We will also cooperate with our Group company SCSK Corporation to accelerate the use of outside professionals. To promote business development for the next generation, we have reinforced our business development systems in Silicon Valley in the United States, Europe, Asia and other regions. We will also promote collaboration with venture enterprises that possess innovative technologies and business models, and collaboration among business units and overseas offices beyond the existing frameworks. In this regard, we will create an organization to which we can delegate decision making authority on investment and that facilitates flexible and adaptable business development. As an investment fund for next-generation business in the “Technology x Innovation” field, 20 billion yen will be allocated from the three-year total of 300 billion yen for the investment fund in the three emerging fields in the medium-term management plan. This fund will be used to promote R&D to create next-generation businesses.

Business description

Venture investments in Silicon Valley

Through a venture investment fund it established last year, Sumitomo Corporation Group has invested in Arevo, Inc. (“AREVO”), a company known for its 3D printing technology using carbon fiber reinforced composite material. 3D printers produce three-dimensional objects from design models by adding materials layer by layer. Originally, 3D printing technology was developed for making prototypes for manufacturers to examine the structure, design, and function of products before mass-producing them. In recent years, however, the performance of 3D printing has improved to the point that the technology is beginning to be used for manufacturing processes themselves. Capable of making an entire product without assembling different parts, 3D printers can reduce production cost, inventory cost, and manufacturing time.

AREVO developed a 3D printing technology that uses its unique composite material combining carbon fiber and resin. Being extremely strong, rigid, and lightweight, the carbon fiber composite material is expected to find applications in a broad range of industries such as oil, gas, aerospace and automobiles, as well as in medical and consumer fields. At the same time, with their software algorithms enabling optimum strength and lightness and their robot arms allowing for additive manufacturing from all directions, AREVO 3D printers can now manufacture diverse product lines, including large-size and lightweight products that could not have been made by conventional 3D printing technology.

In July 2017, Sumitomo Corporation Group founded a venture investment fund under Sumitomo Corporation of Americas with an eye to utilizing its experience and networks developed through Presidio Ventures, Inc., a venture capital firm it established in 1998. The recently established fund aims to expeditiously identify investment opportunities in early-stage venture firms, thereby helping Sumitomo Corporation Group upgrade its ongoing undertakings and develop new businesses. In November 2017, as the first contract under this new system, we invested in TruTag Technologies, a micro tag manufacturing venture. AREVO is one more such investment financed by the newly established fund.
Healthcare

The recent increase in healthcare costs as a result of increased elderly population has become a global social issue. In response, a rapid expansion of the healthcare market is expected. The Sumitomo Corporation Group will reinforce its efforts to develop new business models that lead to more effective management of medical costs through using existing business infrastructure and functions, such as Tomod's chain of drugstores providing prescription dispensing services and generic drug manufacturers in the U.S.; to expand digital health business using technological innovations, such as the internet of things (IoT) and artificial intelligence (AI); and to develop healthcare infrastructure in emerging countries. To promote these efforts, we established the Health Care Business Department in April 2018 and also a company-wide working group (WG) dedicated to a wide range of healthcare issues.

Business description

Participation in healthcare business

The Sumitomo Corporation Group is engaged in operating drugstores that provide prescription dispensing services and in providing healthcare services. By widely disseminating information on home health care and long-term care services and promoting the use of such services, we contribute significantly to improving access to better healthcare and people's quality of life.

Efforts in healthcare services business include investments in eWeLL Co., Ltd., a company that develops and sells business support systems for visiting nursing service providers, and Community Healthcare Coordination Platform, Inc. (CHCP), which provides business support services to medical and nursing care providers in 2017; and Integrity Healthcare Co., Ltd., which develops and sells online medical consultation systems for medical institutions in 2018.

The iBow, offered by eWeLL, is a cloud service that enables users to manage patient information from PC or tablet. It was developed in response to the increasing importance of and need for visiting nursing services for the purpose of reducing administrative burden on visiting nurses and improving the efficiency of their services.

CHCP aims to create a new integrated community care system, in cooperation with healthcare and nursing care providers, taking into consideration provision of funds, business management expertise, and management personnel; establishment of a cooperative system among healthcare and nursing care providers; and adoption of cutting-edge technology and examples in other industries.

Integrity Healthcare Co., Ltd. offers the YaDoc telemedicine system, which provides an environment where telemedicine by a physician is combined with accumulated data on the daily health condition of the patient, based on which treatment tailored to his/her needs is constantly available.

Through these business activities, we will continue to contribute to creating a foundation that ensures healthy living for people.
Sustainability of Sumitomo Corporation Group

Business description

Access to better healthcare and nutrition

In emerging and developing countries, there has been a rapid increase in the demand for medicines due to increased population and economic development. In many of these countries, however, many people are without sufficient access to healthcare services and medicines due to poor social infrastructure and healthcare environment, and for financial reasons. The Sumitomo Corporation Group has made significant contributions to improving people's quality of life through providing comprehensive support to players in the pharmaceutical industry, from upstream to downstream, which would not be possible without a global system unique to an integrated trading company. We have also made efforts to make more medicines available to the people in emerging countries.

At present, the world pharmaceutical market is worth about 127 trillion yen, of which about 40% is accounted for by the US market. In the United States, while demand for medicines is expected to rise as the elderly population is increasing, the government has been working to reduce medical costs. In these circumstances, the use of generic drugs is expected to grow. We have acquired a 20% stake in the generic pharmaceutical company Upsher-Smith Laboratories (USL), which is owned by a US subsidiary of Sawai Pharmaceutical Co., Ltd., through Sumitomo Corporation of Americas to enter the U.S. generic pharmaceutical business. USL is engaged in research and development, manufacturing and selling of generics. Its strengths are excellent capabilities in product development, stable supply and sales, and a customer base that have been built through years of business experience.

We take advantage of the strengths unique to integrated trading companies in supplying raw materials and launching new products in order to support USL's business. We will provide high-quality generics to many patients through USL in order to thereby contribute to people's mental and physical health.

In Brazil, Russia, Turkey and other so-called "medically emerging countries," the pharmaceutical market has been expanding significantly as their economy is developing and living standards are improving. Their market growth rates have exceeded the average growth rate of the global pharmaceutical market and are expected to account for about a quarter of the world market in 2021. Sumitomo Corporation will place emphasis on strengthening its relationships with local pharmaceutical manufacturers in these medically emerging countries to promote the introduction of biopharmaceuticals and other medicines and support in local manufacturing on which each government places emphasis. Through these efforts, we will be more active in contributing to people's health and better lives.

Commercialization of cutting-edge technologies

The in vivo imaging system device marketed by Summit Pharmaceuticals International Corporation (SPI) enables us to analyze the images of small- to medium-sized animals without killing or injuring them in basic research and the early stage of drug discovery. The device contributes to reducing animal experiments.

We provide information on the device and promote its sales in seminars and exhibitions at scientific conferences that are held for university laboratories and other academia, which are major customers of the device. The Sumitomo Corporation Group has introduced cutting-edge technologies of the Medical Research Council (MRC). Sir Gregory P. Winter, a professor at MRC Laboratory of Molecular Biology, was awarded the Nobel Prize in Chemistry 2018. He shared the prize with two other scientists for the development and application of "the phage display of peptides and antibodies."

We support the pharmaceutical industry in these aspects to contribute to addressing social issues.
Population growth and urbanization have been rapidly increasing around the world, mainly in emerging countries. In response, the Sumitomo Corporation Group is accelerating its involvement in urban development and smart city projects and infrastructure construction business. We established the PFI Business Department and, in April 2018, launched a new working group “Smart City WG” to place more emphasis on developing company-wide business projects.

**Telecommunications business in Myanmar**

We, jointly with KDDI and Myanmar Posts and Telecommunications (MPT), started telecommunications services in Myanmar in September 2014. The penetration rate of mobile phones in Myanmar in 2014 was about 10%, which has increased rapidly to almost 100% now. There is no difference in the use of smartphones among young people between in Myanmar and Japan. As of the end of June 2018, the number of mobile phone subscribers of MPT was about 30 million people and the company holds the highest market share. We are making constant efforts to deliver services of as high quality as those available in Japan to the public in Myanmar, as demonstrated by the swift deployment of fourth-generation wireless technology (4G LTE). Through the joint business with MPT, we are not only providing telecommunications services but also hoping to share the benefits of an information society with the people in Myanmar and contribute to the development of industries.

The population of Myanmar is about 50 million. The country has a land area of 680,000 square kilometers, which is 1.8 times larger than that of Japan. It is ethnically diverse, with more than 100 ethnic groups. While there is a region with mountains as high as 6,000 meters, there is also a high precipitation region where the rainy season lasts nearly six months a year and floods occur every year. Roads, railways and other transportation infrastructure are still insufficient. It sometimes takes unimaginable hardships to build telecommunication network infrastructure throughout Myanmar under these circumstances. To overcome problems, we employ various measures and, sometimes, local wisdom to deliver our services to as many people as possible in Myanmar. For example, when we have difficulties to transport telecommunications equipment through an area without paved roads or a wetland area, sometimes we have to ask elephants and water buffaloes.

Our aim is to achieve sustainable growth together with Myanmar society through "establishing a foundation for comfortable and enriching lifestyles" using mobile phones; "providing diverse accessibility," which is essential to create future value; and "contributing to the development of local communities and industries" through job creation and new business related to MPT eco-system.

**Retail finance business in Indonesia**

The number of sales of new vehicles in Indonesia with the population of about 260 million is one million automobiles and more than seven million motorcycles. This is one of the largest markets in ASEAN. We provide financing services such as automobile loans and motorcycle loans through PT Oto Multiartha and PT Summit Oto Finance, collectively as the OTO Group. The OTO Group has a network of more than 200 branch offices throughout Indonesia, mainly in Java and Sumatra and has provided its services to a cumulative total of more than eight million customers. It helps secure transportation for a wide range of income groups to support local infrastructure. In Indonesia, the middle-income population will keep increasing and the current population of about 180 million is expected to reach 200 million in 2020. The market is therefore also expected to expand. We will continue our support to help customers achieve prosperity and dreams through automobile and motorcycle financing business.
The Sumitomo Corporation Group fulfills its Management Principles and Activity Guidelines as a global business group by working to resolve social issues through its business activities and its social contribution activities with the aim of building a sustainable society.

**The Sumitomo Corporation Group’s Basic Principles on Social Contribution Activities**

**OBJECTIVE**
We, as a global organization, will work on social issues through our business activities and social contribution activities with the aim of building a sustainable society by implementing the Sumitomo Corporation Group’s Management Principles and Activity Guidelines.

**ACTIVITIES**
We will engage in social contribution activities aimed at developing the next generation of human resources who will drive the sustainable development of society, and contributing to local communities in areas we do business all over the world. We will also take part in various activities as a good corporate citizen.

**APPROACH**
We will perform and seek to continuously improve our activities with modesty and high aspirations and endeavor to maintain a high level of transparency while strengthening our relationships with all our stakeholders.

**Activities**

**FY 2017 social contribution activity costs**

<table>
<thead>
<tr>
<th>Head Office and regional organizations</th>
<th>-operation programs</th>
<th>General donations/advertising, etc.</th>
<th>Operation at local organizations in Japan and abroad</th>
</tr>
</thead>
<tbody>
<tr>
<td>768</td>
<td>198</td>
<td>324</td>
<td>246</td>
</tr>
</tbody>
</table>

Total social contribution activity costs (unit: million yen)

**FY 2017 results**
￥1,556 million

<Notes>
*The values above were calculated using the inclusion criteria of the Keidanren One Percent Club.
*The values above for local organizations and consolidated subsidiaries were calculated based on questionnaire results.
*Values reported by overseas offices were converted to yen using the exchange rate as of the end of March 2017.
Social Contribution Activities

**Activities**

**Developing the Next Generation of Human Resources**

- **The TOMODACHI Sumitomo Corporation Scholarship Program (since 2014)**
  Sumitomo Corporation participates in the TOMODACHI Initiative, a program of exchange between Japan and the United States led by the U.S. Embassy in Tokyo and the U.S.-Japan Council (Japan).
  We organize a scholarship program for university students that are sent to the United States as exchange students. We provide not only financial support but also training opportunities at Sumitomo Corporation of Americas. Program participants have access to experiences not available on campus during an overseas study break.

- **The Sumitomo Corporation Scholarship (since 1996)**
  We set up the Sumitomo Corporation Scholarship in 1996 as part of our 50th anniversary in the trading business. Since then, scholarships have been provided to university students in Asian countries including Indonesia, Myanmar, and Pakistan. In this way, we support the development in emerging Asian countries of human resources to build the nation’s future. Up to fiscal 2016, the 20th anniversary of its foundation, the number of students who had received the scholarship totaled roughly 16,000.

**Contributing to Local Communities in Areas We Do Business**

- **Supporting the “Sankyu Thank You Project” (since 2013)**
  We support the “Sankyu Thank You Project” operated by the Japanese Red Cross Society to protect infant’s lives in southern and eastern Africa. The concept of the project is to protect the lives of as many African mother/infant pairs as the number of babies born to our employees on maternal or childcare leave. Sumitomo Corporation has participated since 2013 through donations and visits to the supported regions.

- **Activities to Introduce Japanese Culture (since 2015)**
  With the aim of building good relations with local communities at overseas business bases, we give presentations of traditional Japanese culture. Activities took place in Myanmar in fiscal 2015, in Ghana and Iran in fiscal 2016, and in Mexico and Cuba in fiscal 2017. Our employees visit the locality and give demonstrations of kimono wearing, calligraphy, flower arrangement, and other traditional arts. They also organize hands-on workshops in which they deepen contact with the numerous participants.

**Assisting Reconstruction after the Great East Japan Earthquake**

- **Sumitomo Corporation Follow-up Program for the Revitalization of East Japan (since 2017)**
  In the hope of aiding in the recovery of the areas hit by the Great East Japan Earthquake and the rebuilding of victims’ lives, we provided support to young people involved in revitalization projects in eastern Japan for five years from fiscal 2012. However, numerous problems remain. Conditions in the disaster-hit regions and people’s situations are constantly changing along with their support needs. To provide ongoing reconstruction support that is closely tailored to local needs, we have revised the program to give more emphasis to in-depth dialogue with grant recipients, drawing at the same time on our past support experience.