

1. Basic Philosophy

We believe that our business management is supported by the following human resources that form the core of our strengths that supports our “Trustee-ness” and “STB-ness”: consulting capabilities, which enable us to respond precisely to the needs of each client, and our product development capabilities as well as our wide

business scope, which combines banking, trust and real estate operations and a high level of professional expertise. Sumitomo Trust builds the human resource team which embodies this “Trustee-ness” and “STB-ness,” by determining the Principles of Conduct of the Personnel System under which we support such activity through the practice of all human resource nurturing processes from recruitment and education to assignment and treatment.

• Principles of Conduct of the Personnel System

1. Respect individuality

Sumitomo Trust aims to elicit each employee’s maximum capabilities by actively supporting an employee’s self-directing career path development while at the same time ensuring optimal human resource deployment, and offering guidance and training upon careful consideration of individual capabilities and attributes.

2. Promote self-reliance and the will to take on challenges

by proactively supporting employees’ self-reliance and will to take on challenges. Sumitomo Trust aims at being a body of professionals with a strong sense of confidence in their ability to provide clients with optimal added-value. They accurately understand and take to heart the vision of Sumitomo

Trust. They remain keenly aware of their roles in it, do not give up until they achieve results, and continue to actively accept challenges even after achieving the desired results.

3. Encourage open, interactive communication

Sumitomo Trust encourages open, interactive communication to foster an atmosphere of cohesiveness and cooperation surpassing “bias” such as sectionalism and rank-consciousness.

4. Provide fair evaluation and feedback

In addition to fair evaluation of each employee’s achievements and capabilities, Sumitomo Trust uncompromisingly provides convincing feedback, thereby instilling an employee’s motivation to achieve further growth.

2. Putting This Philosophy into Practice

(1) Recruitment

In consideration of the fact that a large number of job seekers now gather career information and conduct job searches via the internet, we redesigned our recruitment website aimed at new graduates in October 2008. Ingeniously designed to allow visitors to gain an introduction to the work of Sumitomo Trust and its employees from a variety of angles, our redesigned site has improved and expanded pages where features about our personnel system, as well as employee profiles and other items, are posted.

Moreover, Sumitomo Trust is recruiting experienced people (mid-career hires), especially for highly specialized work.

Sumitomo Trust sponsors short term internships for students. Again, in fiscal year 2008, each business set up its own program, accepting approximately 400 university and graduate students, giving all these students real on-site experience.

(2) Human Resource Deployment Assignment

We have followed a new career system whereby individual staff can choose their career path flexibly on their own initiative and according to their degree of commitment.

In addition, we have established a career platform common to all career paths, which classifies employees into four ranks: associates, managers, leaders and senior leaders. This enables us to evaluate the performance of employees and assign positions based on their merits, irrespective of age and gender.

Also, twice each year, we implement a job transfer system using a public invitation system, under which employees seeking a transfer can apply directly to the Personnel Department. If an applicant passes the screening, he/she may be transferred to their desired position or division. In fiscal year 2008, 56 applicants passed the screening under this program, which has made a significant contribution to the promotion of career formation based on an individual employee’s own initiative and commitment.

(3) Human Resource Nurturing and Skill Development

We are building a human resource nurturing program that centers on on-the-job training at each branch and department, and it is supplemented by off-the-job training (e.g. training courses) and self-education initiatives. This focuses on nurturing both advanced expertise and comprehensive abilities in each and every employee, as they will become human resources that embody “Trustee-ness” and “STB-ness.”

In order to enable all employees to acquire a broad range of abilities and enhance their performance, we provide training courses to each class of employees, from branch managers, department general managers and other senior managers to young employees and new recruits, in accordance with the respective roles expected of them. In addition, we provide a short-term internal trainee program, which is intended to broaden the perspectives of employees.

(4) Evaluation and Appointment

At Sumitomo Trust, we have introduced a personnel evaluation system that allows individual employees to participate in the evaluation process while aiming to become part of “an aggregate group of employees who take the initiative to create their own career paths and ceaselessly pursue self-improvement.”

Our personnel evaluation system is based on the following four points: 1) determine compensation based upon a fair evaluation of an employee’s role and performance; 2) evaluations that provide an impartial and accurate grasp of each person’s status and level and that benefit the employee’s personal improvement; 3) maintain a close correlation between an employee’s performance evaluation and the management objectives, issues and goals facing Sumitomo Trust, each branch or department, section and team; and 4) rigorously enforce merit-oriented evaluations.

In addition, Sumitomo Trust is aiming to become a company where each member of staff can display their abilities and individuality regardless of their gender, and where appointments to management positions are decided based on ability. As of the end of March 2009, the ratio of female staff at Sumitomo Trust was 49% and there were 103 women serving in approximately 5% of management positions.

Furthermore, from the standpoint of supporting a good balance between work and family, we are proceeding with the development of various systems and working environments that make it easy for our staff to choose flexible working styles to allow them to cope with major life events such as childbirth, child rearing and nursing care.