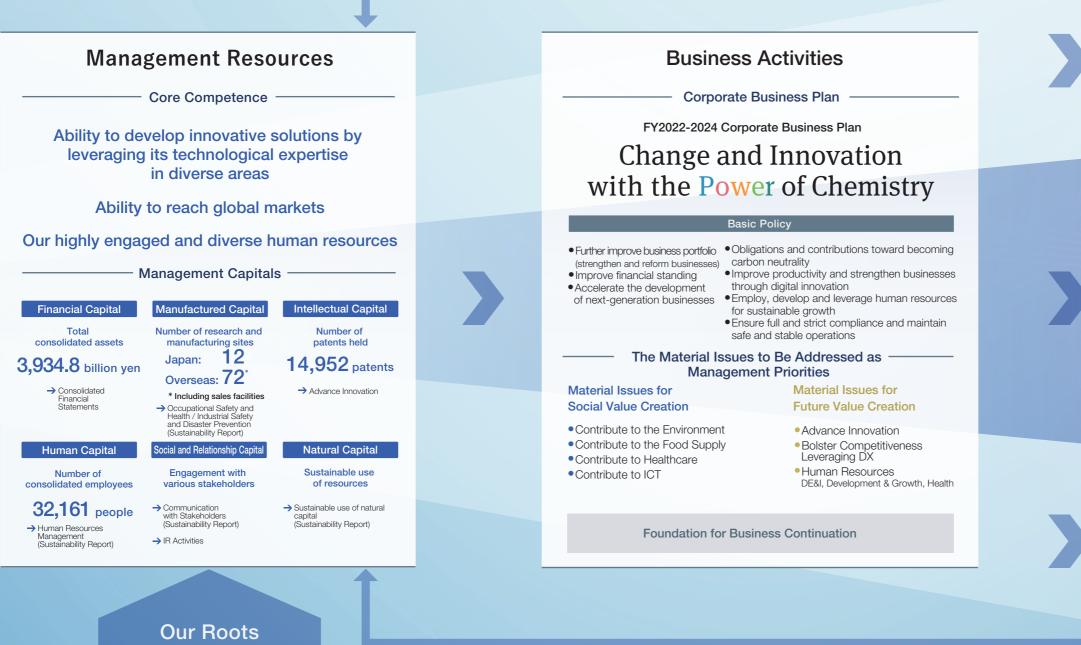
Business

Flow of Value Creation

Sumitomo Chemical has grown its business over the past 100 years in line with the Sumitomo spirit and other corporate philosophy. As we evolved from a fertilizer company to a chemical company and then to a diversified chemical company we established our core strengths, or core competencies. By making maximum use of this core competence and six management capitals as management resources and by working on the material issues to be addressed as management priorities and Corporate Business Plan, we will solve various social issues and enhance our corporate value. We will also accumulate the new economic and social value created through these efforts as our management resources, aiming for sustainable growth.

Accumulation of Management Resources



- •The Sumitomo Spirit
- Sumitomo Chemical's Business
 Philosophy
- Basic Principles for Promoting Sustainability
- Charter for Business Conduct
- → Sumitomo Chemical's Corporate Philosophy

Accumulation of Management Resources



Long-term vision Innovative Solution Provider

A company that solves social issues with innovative technology

| c | Crea | ation of E | conomic \ | /a | lue |
|--------------------------|------------------|--------------------------------|--------------------|---------------------------|-----------------------------|
| Financial ta | arge | ets | | | |
| KPI | FY2023 Actual | | FY2024 Forecast | | Where we want to be |
| ROE | -29.2% | | 2.1% | | Over 10% |
| ROI | -16.1% | | 0.9% | | Over 7% |
| D/E ratio | 1.3 times | | - | | Approx. 0.7 times |
| Dividend Payout Ratio | - | | 73.6% | | Approx. 30% |
| Long-term of the new bus | | | ncome target | fo | r |
| Growth driver | | Agro & Life Solutions | | 100 billion yen (2030) | |
| | | ICT & Mobility Solutions | | 100 billion yen (2030) | |
| New growth areas | | Advanced Medical Solutions | | 100 billion yen (2035) | |
| Fundamental areas | | Essential & Green Materials | | | |