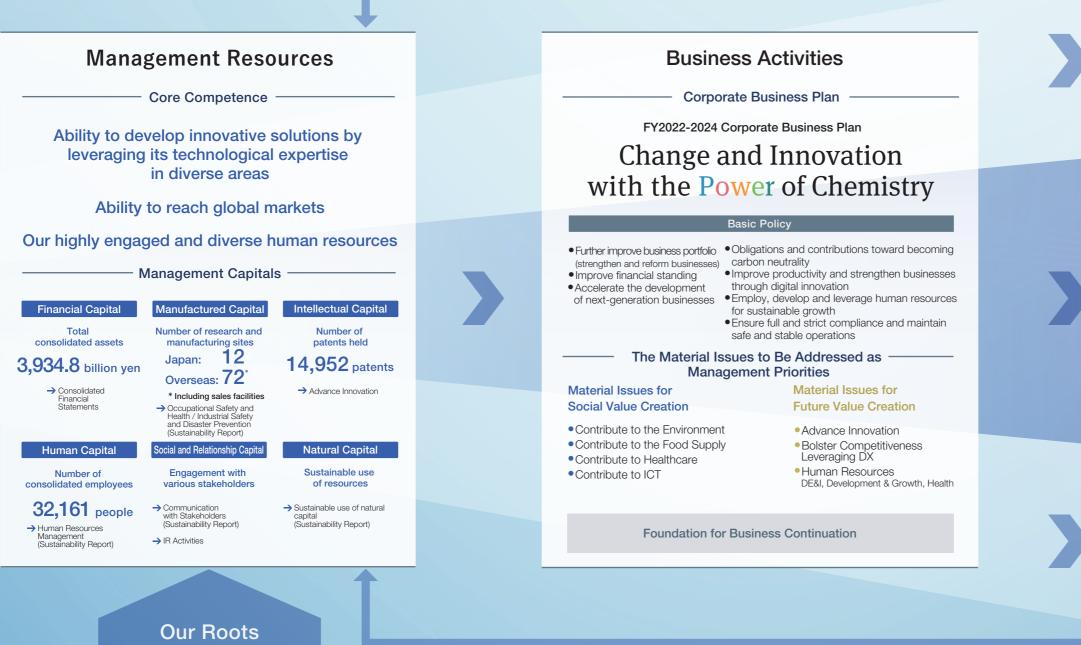
Business

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			