Current Management Priority Issues and Business Strategy



Masakazu Tokura President November 26, 2012

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Outlook for FY2012

(Billions of yen)

	FY2011	FY2012 (Forecast)	Change
Sales	1,947.9	2,020.0	+72.1
Operating Income	60.7	65.0	+4.3
Equity in Earnings of Affiliates	2.0	12.0	+10.0
Ordinary Income	50.7	62.0	+11.3
Net Income	5.6	10.0	+4.4

Naphtha Price

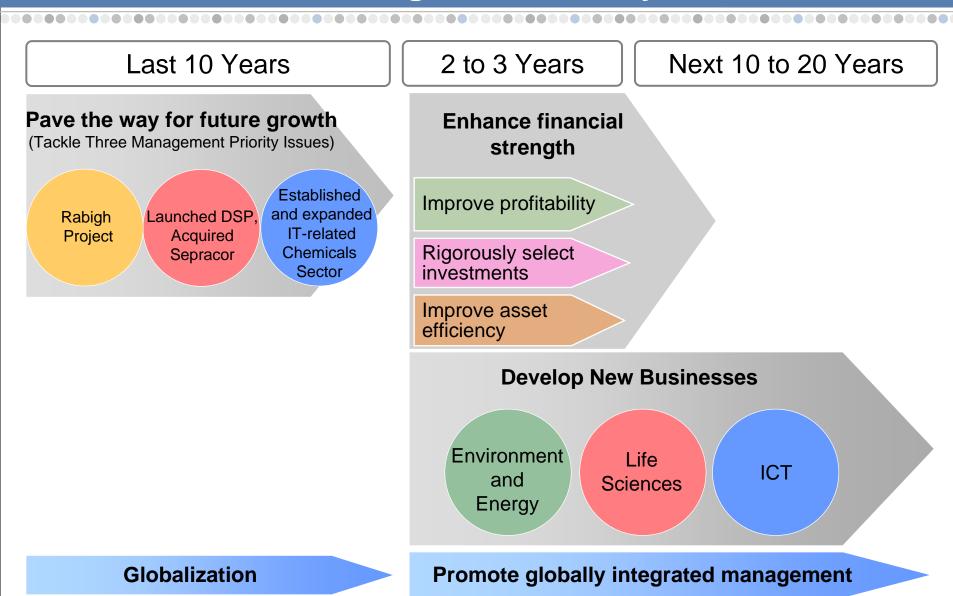
Exchange Rate

¥54,900/kl ¥79.08/US\$

¥55,000/kl ¥80.00/US\$

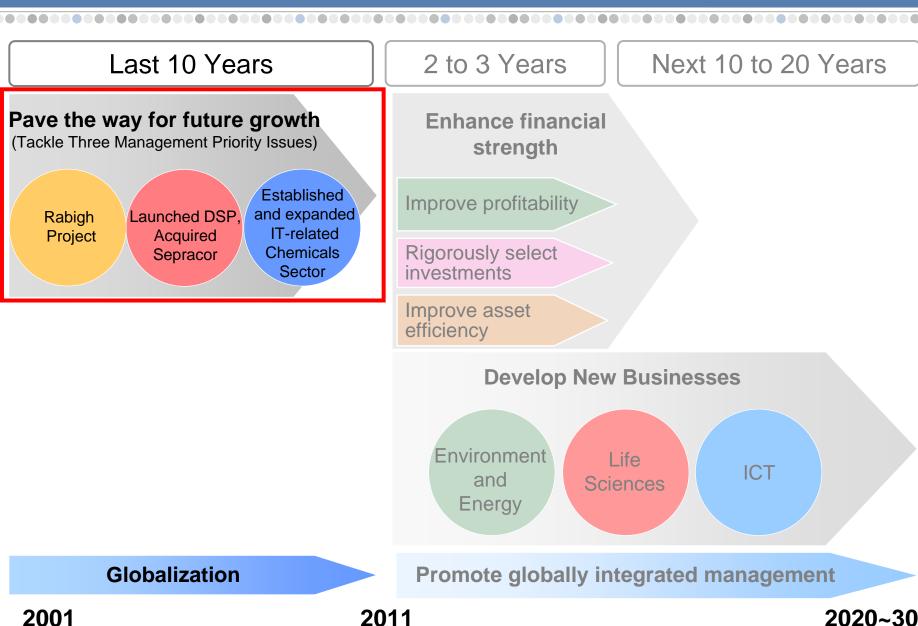
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Current Management Priority Issues



2001 2011 2020~30

Current Situation



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Current Situation (Results of Major Projects)

Priority Issues

Strengthen fundamentals of petrochemicals business

Gain critical mass in pharma business to achieve strong growth

Develop new core business





Major Projects

Implementation of Rabigh Project

Launch of Dainippon
Sumitomo Pharma
Acquisition of
Sepracor (Sunovion) in
US

Establishment and expansion of IT-related Chemicals Sector

Investment

Approx. ¥166.0 bn
(equity investment and lending)

Total project cost \$10.1 bn

Approx. ¥219.0 bn

(increased shareholding and acquisition)

Approx. ¥355.0 bn (cumulative capital

expenditures in 10 years since inception)



Sales increase FY2000 vs FY2010 Petrochemicals & Plastics Sector (¥375.5 bn → ¥649.9 bn) Approx. 1.7 times

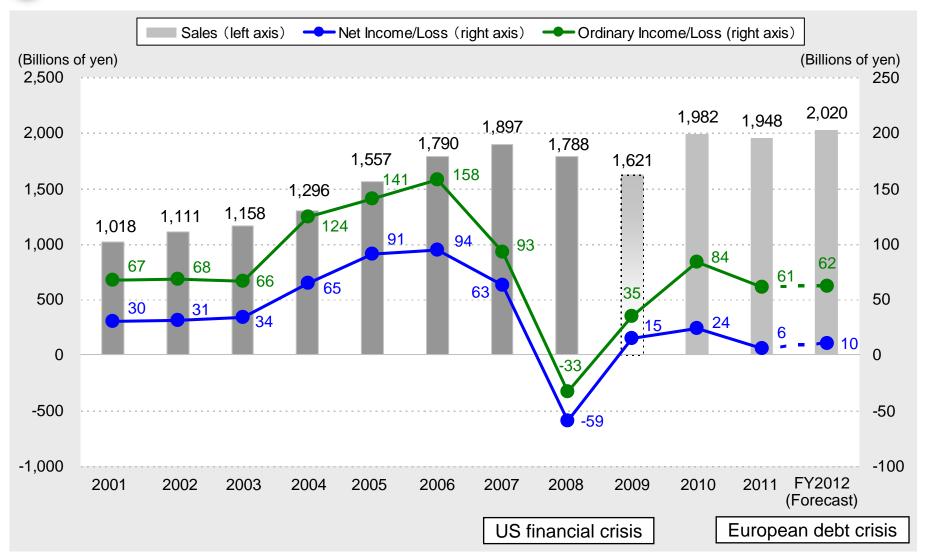
Pharmaceuticals Sector

(¥156.7 bn → ¥365.9 bn) Approx. 2.3 times Sector (¥60.2 bn → ¥322.3 bn) Approx. 5.4 times

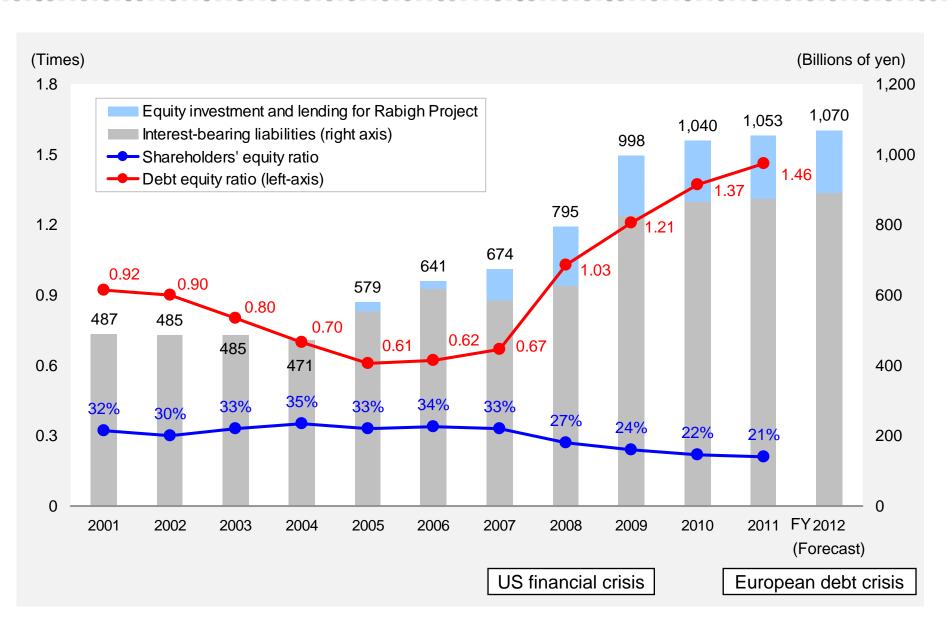
IT-related Chemicals

Current Situation (Trends in Performance)

Sales, Ordinary Income, Net Income



Current Situation (Trends in Financial Ratios)





SUMITOMO CHEMICAL

11

Improve profitability

- Quickly maximize returns on major projects
- Restructure/exit unprofitable businesses
- Drastically reduce overhead costs
- Minimize sensitivity of earnings to currency fluctuations

Rigorously select investments

 Keep investment cash flows within the range of operating cash flows

Improve asset efficiency

 Reduce cash conversion cycle

Enhance Financial Strength

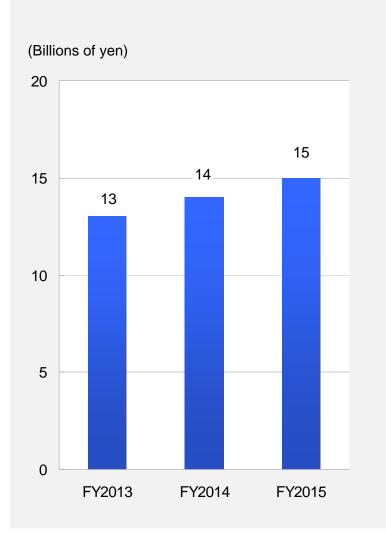
Target: Reduce interest-bearing debt balance to below ¥900.0 billion by the end of FY2015



Secure greater strategic freedom to aggressively pursue growth opportunities

(Improve Profitability: Drastically Reduce Overhead Cost)





Corporate overhead cost (incl. research cost) has increased to support the globalization of our operations

- Streamline research activities (Increase per-person productivity)
- Improve the efficiency of service functions (Promote the use of shared services and the outsourcing of administrative functions)
- Improve overall operational efficiency

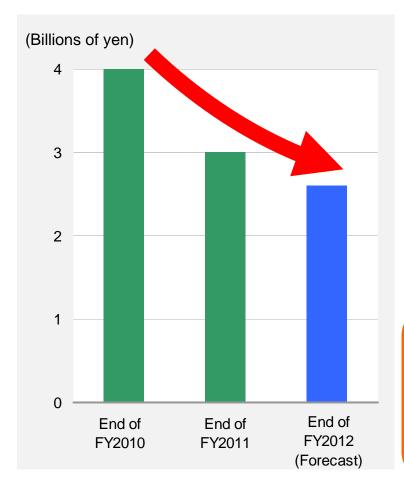
Cut overhead cost by 15 billion yen by FY2015

(Improve Profitability: Minimize Sensitivity to Currency Fluctuations)



Foreign Exchange Sensitivity

(Change in operating income per one yen change in the exchange rate of the yen against \$US)



High volatility in financial performance due to sharp currency fluctuations (Appreciation of the yen)



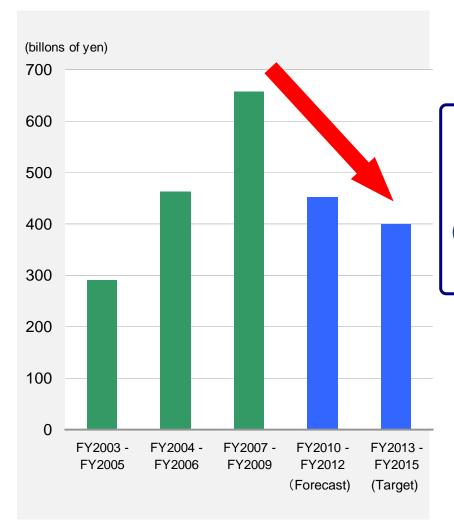




Halve sensitivity of operating income to currency fluctuations from over 4 billion yen to over 2 billion yen per year for each one-yen change in the exchange rate of the yen against US\$

Enhance Financial Strength (Rigorously Select Investments)





Rigorously Select Investments

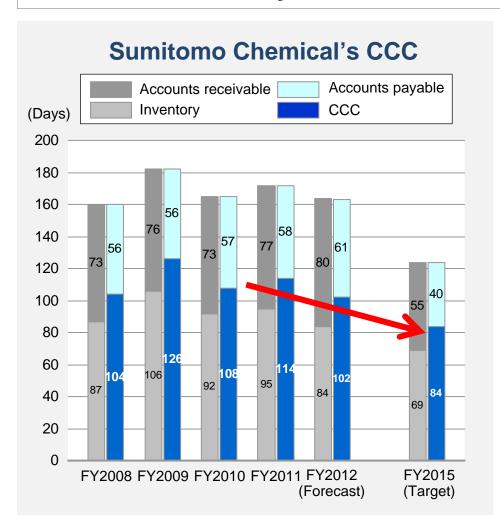
Restrict the amount of investments decided FY2012 to FY2014 to 400 billion yen (incl. the investment of 130 billion yen in major projects already decided)



Limit investment cash flow for FY2013 to FY2015 to below 400 billion yen

Enhance Financial Strength (Improve Asset Efficiency: Reduce Cash Conversion Cycle)

Cash Conversion Cycle (CCC) = accounts receivable turnover + inventory turnover - accounts payable turnover



Our initiatives

- Shorten accounts receivable terms
- Reduce and optimize inventory levels
- Extend accounts payable terms

Target

Reduce CCC by 25% from FY2010 level by FY2015

Estimated total cash flow improvement between FY2011 and FY2015 through these CCC reduction initiatives

130 billion yen

Develop New Businesses

Last 10 Years

2 to 3 Years

Next 10 to 20 Years

Pave the way for future growth

(Tackle Three Management Priority Issues)

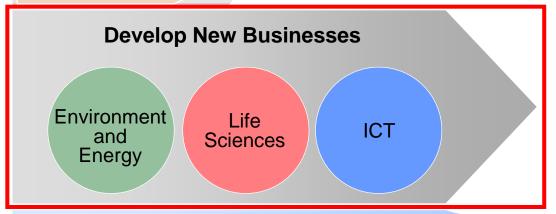
Rabigh Project Launched DSP, Acquired Sepracor Established and expanded IT-related Chemicals Sector

Enhance financial strength

Improve profitability

Rigorously select investments

Improve asset efficiency



Globalization

Promote globally integrated management

2001 2011 2020~30

Develop New Businesses (Creative Hybrid Chemistry)

Contribute to the sustainable development of society

Environment and Energy

Life Sciences Information and Communication Technology

Develop new businesses by providing products that help solve global challenges

Combine and leverage six core technologies

Catalyst design

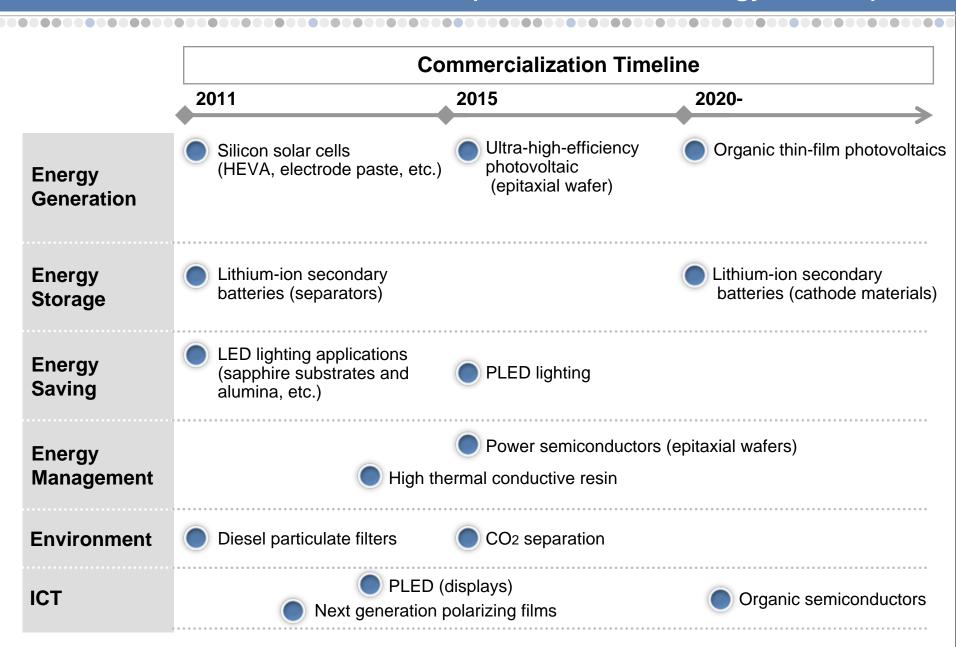
Highprecision processing Design of functional organic chemicals and polymers

Design of functional inorganic materials

Device design

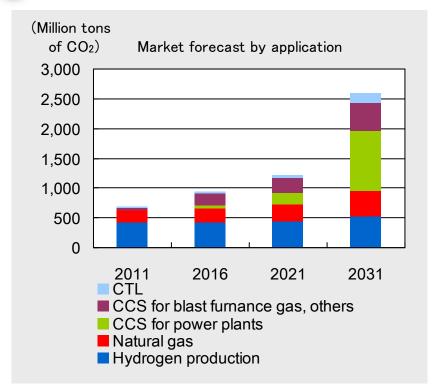
Analysis of biomechanisms

Commercialization Timeline (Environment & Energy and ICT)



Develop New Core Business (CO2 Separation Business)





The carbon capture and storage (CCS) market is expected to grow from 2020 onward, due to regulation for reducing CO2 emission sources.

The new company will initially work to foster business in the existing market segments of hydrogen production and natural gas refining, with the aim of building a foundation for future business expansion in the CCS market.



Overview of New Company

- Business: CO₂ separation using
 CO₂ selective membrane
- · Capital: 800 million yen
- · Shareholders:

Sumitomo Chemical	47.5%
Sumitomo Corp.	47.5%
Renaissance Energy Research	5.0%



Features of CO₂ separation technology using CO₂ selective membrane

- **①Low energy consumption**
- **②Simple separation process**
- **3** Small-scale equipment
- 4 Flexibility of equipment capacity
- Smaller investment than chemical absorption method

Promote Globally Integrated Management



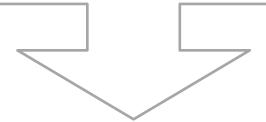
2001 2011 2020~30

Promote Globally Integrated Management

What is globalization in the true sense?

Optimize across national borders the functions in each business

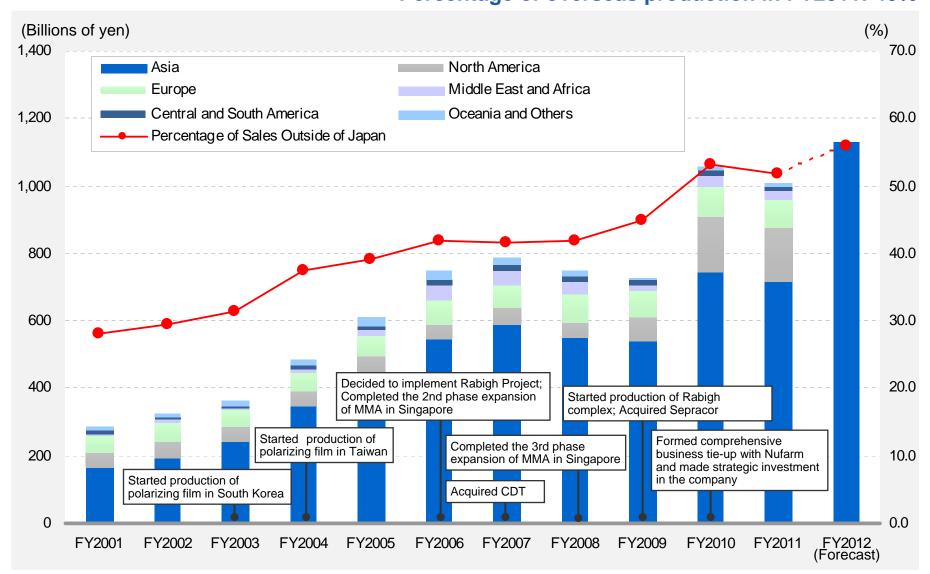
—from R&D to manufacturing to marketing, sales and logistics—
in terms of cost, technology and business environment



Globally Integrated Management

Promote Globally Integrated Management (Trends in Sales Outside of Japan)

Percentage of overseas production in FY2011: 40%



Promote Globally Integrated Management (Sales outside of Japan)

	FY2001 (Billons of yen)	FY2012 (Billions of yen)	Change 2012/2001
Sales in Japan	731.2	938.9	128%
Sales outside of Japan	287.2	1,009.0	351%
Global Sales	1,018.4	1,947.9	191%
Exchange Rate	¥124.98/US\$	¥79.08/US\$	
Percentage of Sales Outside of Japan	28%	52%*	

^{*} Percentage of overseas production: 40% Percentage of employees oversees: 39%

Promote Globally Integrated Management

Basic Chemicals

Singapore

Increased methyl methacrylate production capacity

Poland

Building DPF production facilities

IT-related Chemicals

Korea

Built a touch sensor panel production facility
Built a sapphire substrate production facility

China

Establishing supply chains

FY2011 40%

Overseas Production

Pharmaceuticals

US

Launched LATUDA Acquired BBI and Elevation

Europe

License agreement with Takeda

Pharmaceuticals for the joint development and exclusive commercialization of lurasidone

Petrochemicals and Plastics

Singapore

Building a S-SBR production plant

Saudi Arabia

Rabigh Phase II project

Health & Crop Science

Australia

Comprehensive business alliance with Nufarm

US

Collaboration with Monsanto

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Bulk Chemicals Business

Current state of petrochemical business in Japan

- Customers shifting operations to the outside of Japan
- Appreciation of the yen
- High-cost feedstock (naphtha) and utility (electricity)
- Increase in import of low-priced products
- New plans for shale gas-based petrochemicals projects in North America

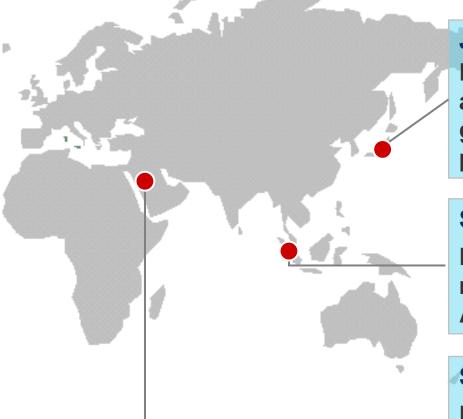


Enhancing overseas operations is essential for the survival and growth of our petrochemical business

Sumitomo Chemical has been actively expanding business outside of Japan since 1980s

Bulk Chemicals Business

Globalized operations capitalizing on distinctive competitive advantage of each operation base



Japan

Develop new technologies, products and know-how and roll them out globally, playing the role as "mother plant," "mother laboratory"

Singapore

Deliver high value added products, meeting the needs of key customers in Asian markets

Saudi Arabia

Produce cost competitive products, taking advantage of low-cost feedstocks and fuels

Bulk Chemicals Business (Rabigh Phase I Project)

Integrated oil refining and petrochemical complex



Bulk Chemicals Business (Rabigh Phase I Project)

Performance of Rabigh Phase I

(US\$ millions)

		2010	2011	2012 1Q	2012 2Q	2012 3Q
Salos	Refined products	10,416	416 12,071 3,663 3,290	3,606		
Sales	Petro- chemicals	2,074	2,163	604	669	528
Operat	ing Income	-30	27	40	-17	123
Net Inc	come	56	18	31	-28	109

Bulk Chemicals Business (Rabigh Phase II Project)

1. Investment	Approx. US\$ 7 billion
2. Feedstock	Ethane (approx. 400,000 tons/year) Naphtha (approx. 3 million tons/year)
3. Products	Ethylene propylene rubber (EPDM); thermoplastic polyolefin (TPO); methyl methacrylate (MMA) monomer; methyl methacrylate (MMA) polymer; low-density polyethylene/ ethylene vinyl acetate (LDPE/ EVA); para-xylene/benzene; cumene; phenol/ acetone
4. Start of operations	First half of 2016
5. Products under consideration	Acrylic acid; superabsorbent polymer (SAP); caprolactam; nylon-6; polyols

Bulk Chemicals Business (Rabigh Phase II Project)

Purposes of the Project

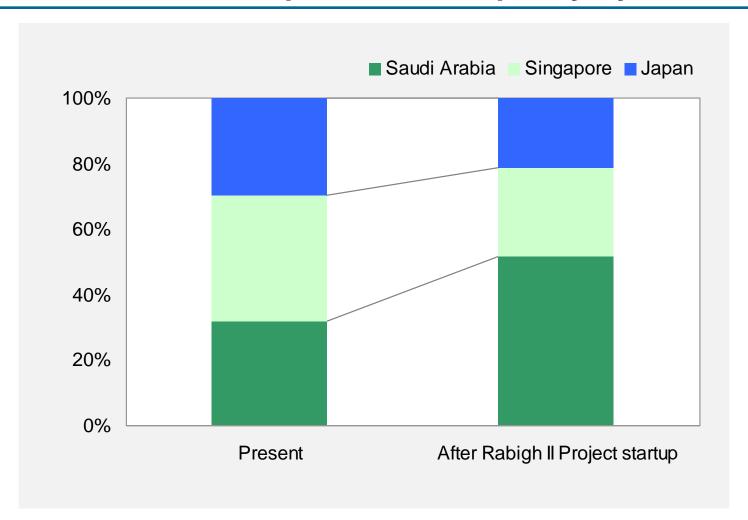
- Expand product line
- Enhance the value added
- Take full advantage of the proximity to growing Middle East and North African markets

Advantages of the Project

- 1 Low-cost ethane as feedstock
- Use of existing infrastructure of Rabigh I Project
- State-of-the-art facilities
- Strong partnership with Saudi Aramco

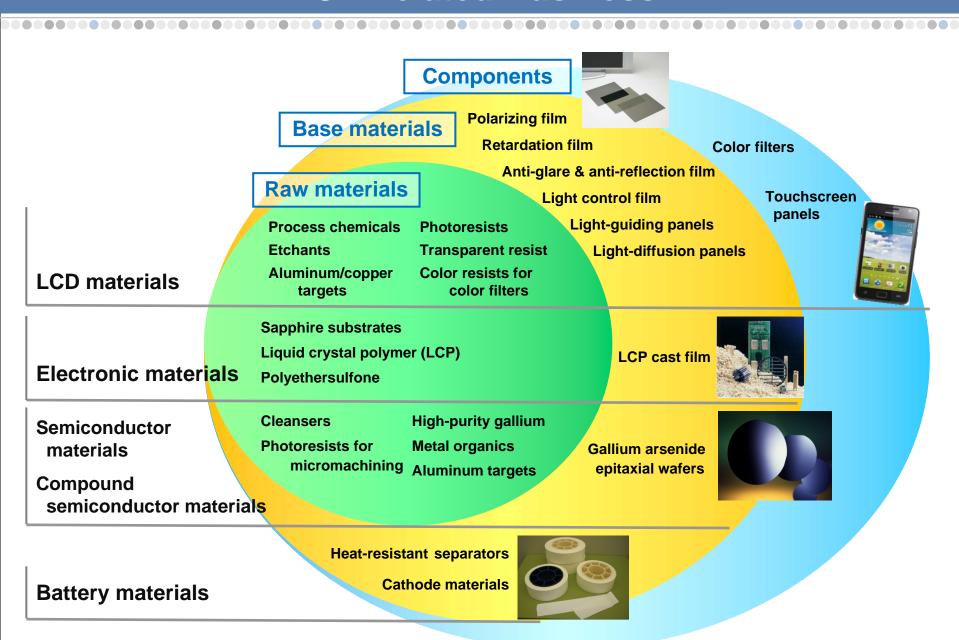
Bulk Chemicals Business

Petrochemicals production capacity by area



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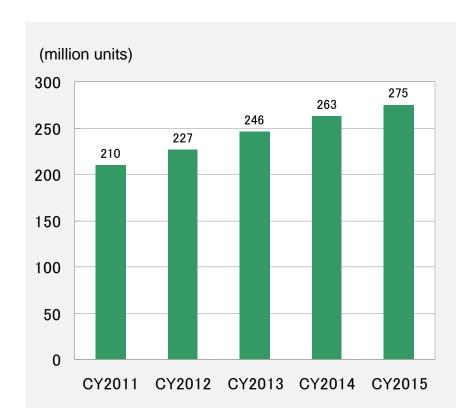
ICT Related Business



ICT Related Business

Liquid Crystal Display TV Market

Average annual growth rate: 7%

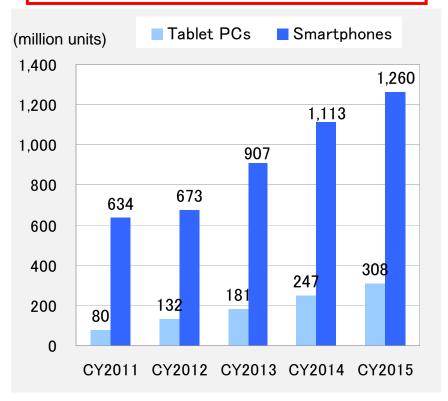


Tablet PC and Smartphone Market

Average annual growth rate:

Tablet PCs 41%

Smartphones 19%



(Source: Display Search 2012.07)

ICT Related Business (Polarizing Film)

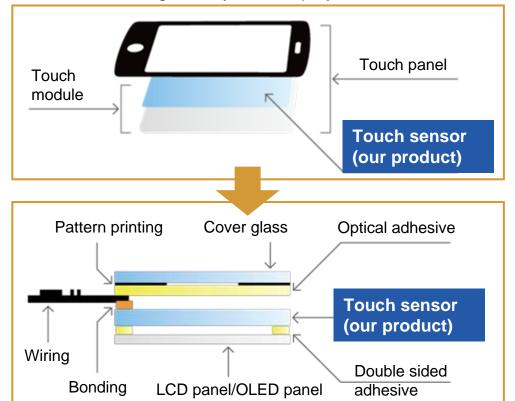
	Large-sized polarizing film for LCD TVs	Small- and medium-sized polarizing film for smartphones and tablet PCs
Demand trends	Stable growth	Rapid growth
Customer needs	Large film size and low price	High performance (light; thin; sturdy; wide viewing angle)
Requirements for polarizing film makers	Capability to reduce cost (economies of scale and technology development)	Capability to develop high performance products
Strategy	Enhance production speed Develop cost competitive new materials	Accelerate technology development

Only 3 or 4 polarizing film makers can survive

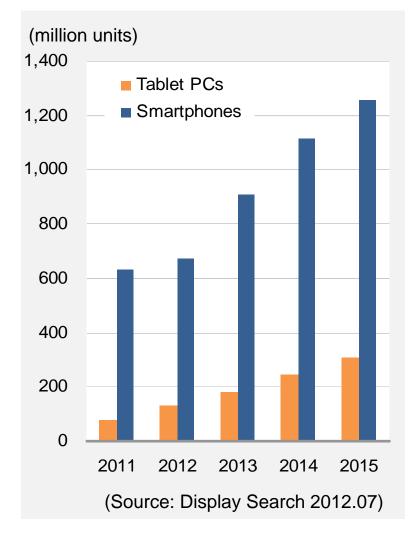
ICT Related Business (Touch-screen Panel)



- Demand for the touch-screen panel, used in smart phones and tablet PCs, has been growing rapidly in recent years.
- Expected to be widely employed in a variety of applications in the future, such as digital blackboards and car navigation system displays.



Touch-screen Panel Demand by Applications



ICT Related Business (Polymer Organic Light Emitting Diodes)

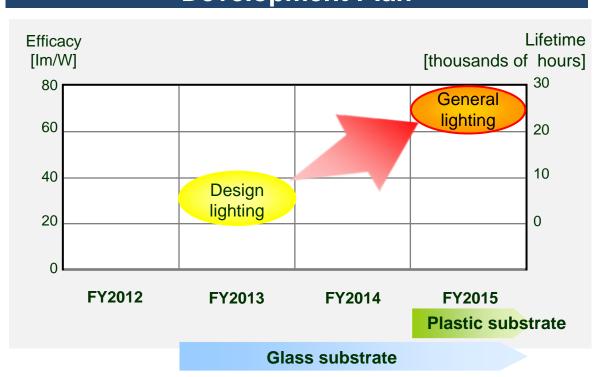
Progress on commercialization of Polymer Organic Light Emitting Diodes (PLEDs) for display panels

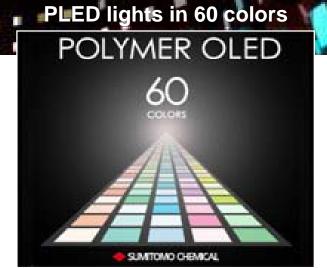
- Performance of light-emitting materials (red, green, blue)
 Our light-emitting materials for PLED televisions have achieved initial performance targets.
- Mass production plant for light-emitting materials
 A newly constructed mass production plant for light-emitting materials at Sumitomo Chemical's Osaka Works started supplying samples this autumn.
- Technology to mass-produce light-emitting materials
 Mass production technology was established for the above materials.
- Challenges and market
 - Further improvement of the performance of light-emitting materials (luminous efficiency)
 We are developing materials with higher luminous efficiency to meet demand for lower power consumption displays.
 - PLED television market
 We expect the PLED television market to take off in 2015.

ICT Related Business (PLED lighting)

Next-generation lighting technology that offers new value to society.

Development Plan



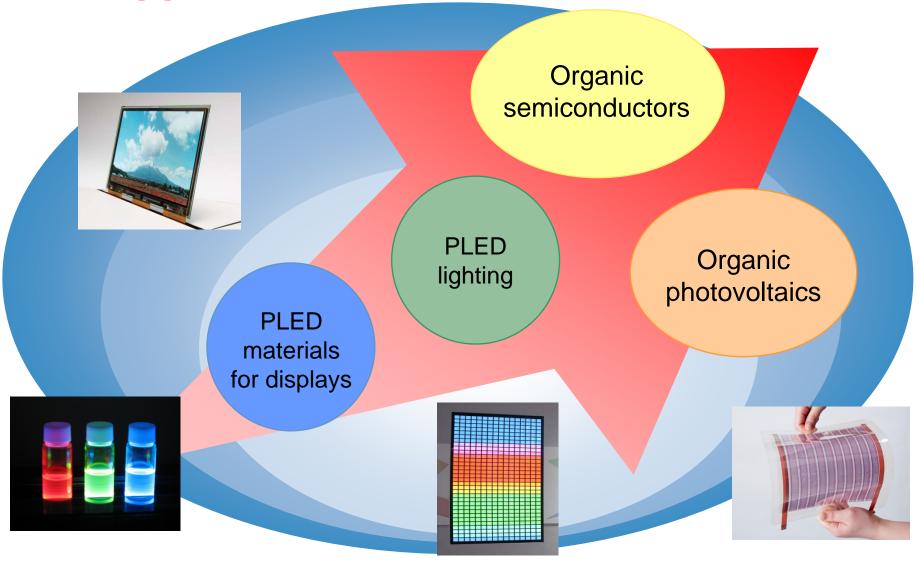


Flexible PLED lights



ICT Related Business (PLEDs)

Applications in Printed Electronics



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Health

Ensuring Public Health and Hygiene

Food

- Increase Food Production
- Sustainable Agriculture
- Safer Produce

Environment

 Improvement of Quality of Life and the Environment

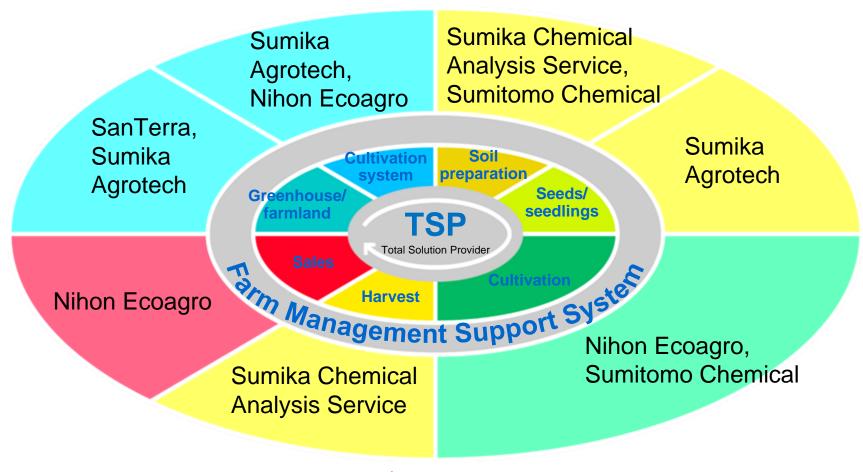
Sumitomo Chemical R&D

Expand business globally

Establish highly profitable core business

Ensure compliance and maintain safe operations

Provide farmers in Japan with a variety of agricultural supplies and services as a total solution provider



Farming Corporation: Sumika Farm



Sunrise Farm Saijo (Lettuce etc.)

Sumika Farm Yamagata (Tomatoes, Strawberries)

Sumika Farm Nagano (Strawberries)

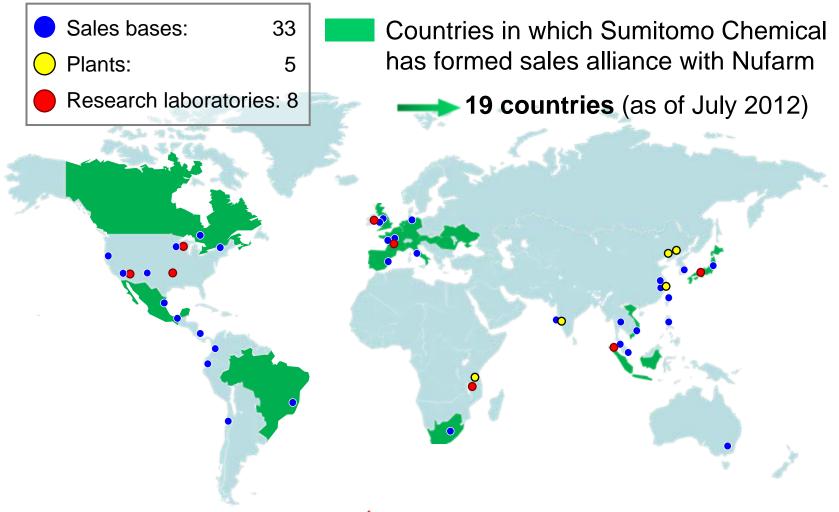
Sumika Farm Mie (Mitsuba)





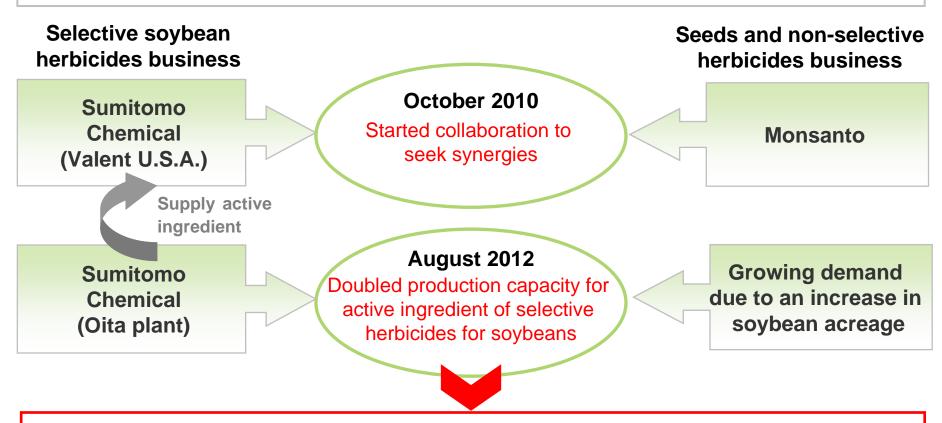
Sumika Farm Oita (Tomatoes)

Sumitomo Chemical's globalized operations in Health & Crop Sciences Business



Flumioxazin

Sumitomo Chemical's herbicide for soybeans, cotton, fruit trees, and sugarcane. Effective against glyphosate-resistant weeds and difficult-to-control weeds



Expand sales of Flumioxazin

Agricultural insecticide "Clothianidin" is highly effective for soil insect pests

Seed treatment or granule treatment can be
selected depending on local needs and trends

In the Americas, demand for seed treatment is increasing due to high growth of the seed business. Seed treatment Granule treatment

In Europe, granule treatment by soil mixing is the most popular application.

The Americas

Focus on seed treatment

Europe

Focus on granule treatment

Expand sales of Clothianidin

Seeds

Seed treatment

In-season
Pest control
Fertilization

Postharvest

Seeds

- Sunflower
- Rapeseed
- Sorghum

Agricultural chemicals

• Insecticide, fungicide

<u>Formulation and application</u> <u>technology</u>

- Insecticide and plant growth regulator for seed treatment
- Seed treatment technology

Agricultural chemicals

• Insecticide, fungicide, herbicide

Bio-rational

- Microbial pesticide
- Plant growth regulator

Fertilizer

Coating fertilizer

Formulation technology

Microcapsule

Products

- Fungicide
- Preservative
- Coating agent
- Plant growth regulator

Services

- Postharvest treatment
- Pre-shipment treatment
- Residue analysis

Strategic entry into postharvest business

- ① Expand business domain
- 2 Increase presence in market by differentiation from multinational competitors
- ③ Strengthen downstream businesses
- 4 Seek synergies among seeds, seed treatment, in-season, pest control and fertilization businesses

Product pipeline of new crop protection chemicals

Year of launch

CY2010 – CY2012

CY2013 – CY2015

CY2016 -

Sumitomo Chemical

Agricultural Insecticide
1 AI (spinetoram)
Agricultural Fungicide
2 AIs (isotianil,
fenpyrazamine)
Agricultural Herbicide
1 AI (propyrisulfuron)

Agricultural Fungicide
1 AI
Plant Growth Regulator
1 AI
Household Insecticide
1 AI
Animal Health Product
1 AI

Agricultural Insecticide
2 Als
Agricultural Fungicide
2 Als
Agricultural Herbicide
4 Als
Household Insecticide
1 Al

Product launch by multinational crop protection chemical companies

Sumitomo	Company	Company	Company	Company	Company
Chemical	A	B	C	D	E
4 Als	2 Als	5 Als	1 Al	None	

(Source) Estimated by Sumitomo Chemical based on public source

(Note) AI: Active Ingredient

Life Sciences (Pharmaceuticals)

Expansion of Overseas Operations (Focusing on North America)

2009	DSP Acquired Sepracor (now Sunovion Pharmaceuticals)
2011	Launched atypical antipsychotic LATUDA®
2012	DSP Acquired BBI
	Sunovion Acquired Elevation Pharmaceuticals
2013	Approval of LATUDA®'s new indication as treatment for
	bipolar disorder expected

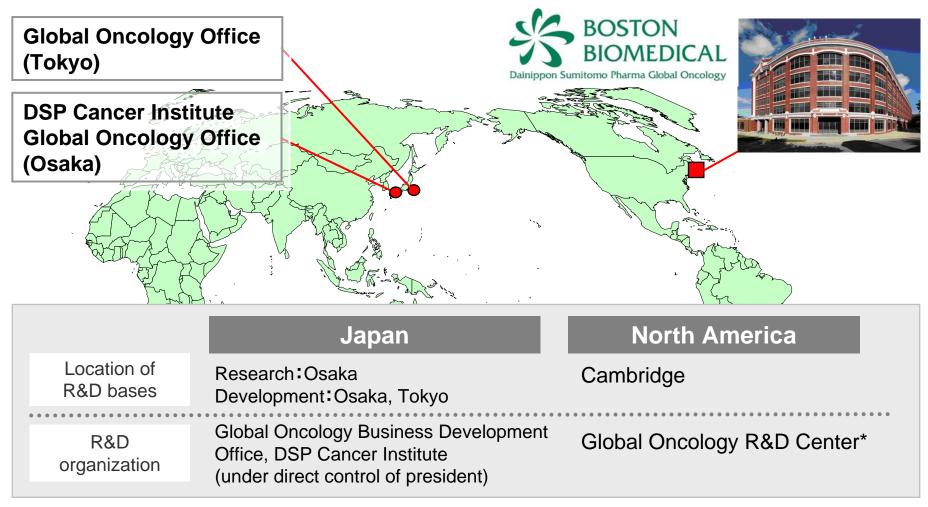
Established its own sales network in US

Expands sales in the CNS area in North America Launched LATUDA® Enriched product pipeline in the oncology area by acquiring BBI and in the respiratory area by acquiring Elevation

Life Sciences (Pharmaceuticals)

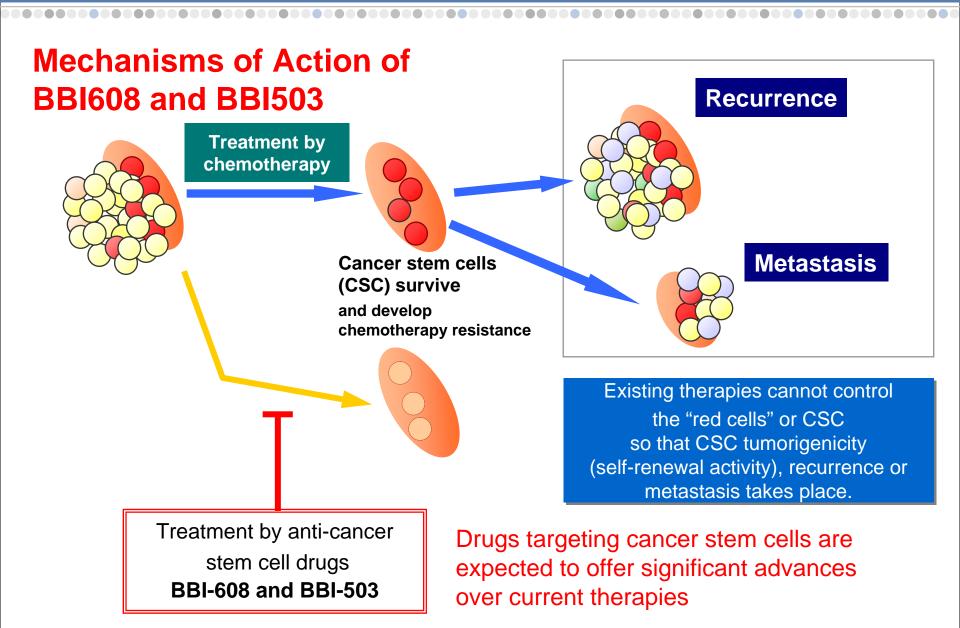
Globalizing R&D activities in the oncology area

- U.S. subsidiary BOSTON BIOMEDICAL as global oncology R&D center -



^{*} To be established in FY2012 and employ 100 staff by the end of 2013.

Life Sciences (Pharmaceuticals)



Life Sciences (R&D)

Sumitomo Chemical

Environmental
Health
Science Laboratory

Health & Crop Sciences Research Laboratory

Sumika Chemical Analysis Service Organic Synthesis
Research
Laboratory

- Safety assessment research
- •ES cell technology

 Development of agricultural chemicals

iPS/ES cells

Omics

High-throughput screening

In silico drug discovery

Protein structure analysis

Genomic Science Laboratory

Dainippon Sumitomo Pharma Conduct R&D of cutting-edge genomics-based technologies and apply them to the discovery and development of new pharmaceuticals and agricultural chemicals

Drug discovery research

Safety Research Laboratories

Pharmacokinetics Research Laboratories Pharmacology Research Laboratories Chemistry Research Laboratories

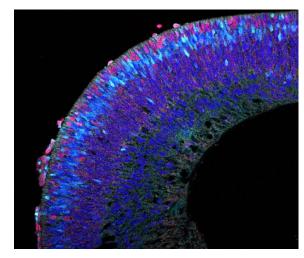
Life Sciences (R&D)

Self-organized retinal tissue from human embryonic cells

- Enabling more accurate prediction of the effects of chemical substances on humans
- Opening the way to regenerative treatment for retinitis pigmentosa and other diseases

Joint research with Dr. Sasai at the Riken Center for Developmental Biology

- Succeeded in forming embryonic-type optic cups by self-organization in human ES cell culture
- Succeeded in forming multilayered retinal tissues containing visual cells and ganglion cells
- Developed a method for cryopreservation of retinal tissues developed from human ES cells, an important step toward clinical application

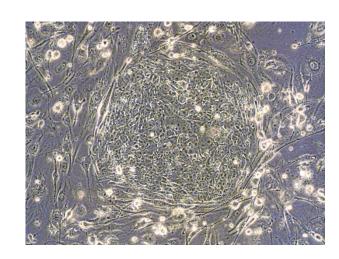


Retinal tissue of human ES cell origin

Life Sciences (R&D)

DSP works on drug discovery and regenerative medicine using state-of-the-art cell technologies, including iPS cell technology

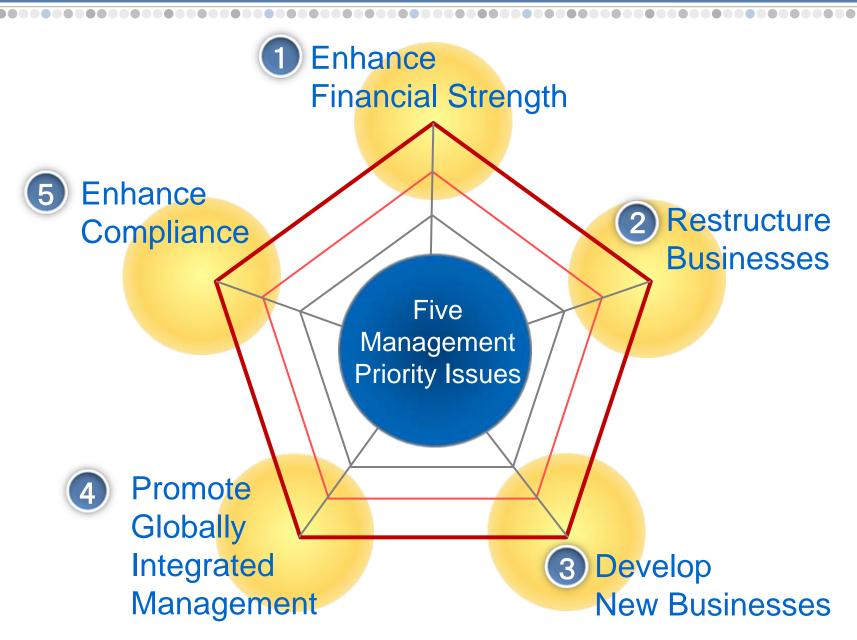
- Conducting joint research with Kyoto University's Center for iPS Cell Research and Application (CiRA) for discovering treatments for rare intractable diseases
- Conducting joint research with Johns Hopkins University and Keio University using state-of-the-art cell technologies



iPS cell

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Management Priority Issues of the Next Corporate Business Plan



Restructuring

Outline of business restructuring under Corporate Business Plan for FY2013 to FY2015

- Implement measures and action plans to achieve the expected returns from major strategic projects
- Drastically restructure underperforming and unprofitable businesses and make substantial reductions in production costs
- Focus investments and human resources on new businesses and on businesses with high asset returns

Evaluation of business portfolio



Bold reform of business portfolio in each business sector

Restructuring (Framework of Business Portfolio Management)

Evaluate and focus on core businesses and core competitive advantages

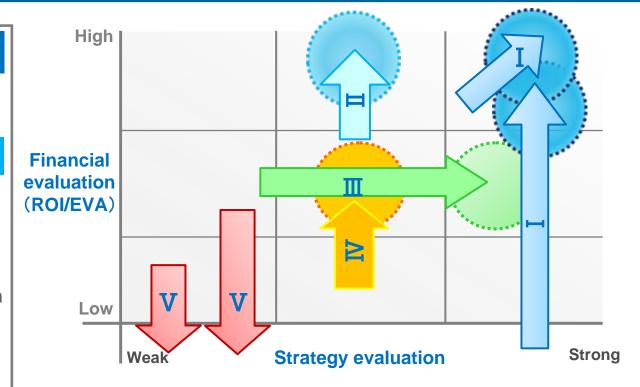
Financial evaluation

Financial track records



Strategy evaluation

- 1 Position in industry (Top priority)
- 2 Demand growth rate
- ③ Technological strength
- 4 Marketing capabilities
- **5** Cost competitiveness



Strategy and action by business category

Category	I	II	Ш	IV	V
Strategy	Grow	Enhance profitability	Strengthen position	Restructure	Scale- down/Exit
Action	Invest				Restructure

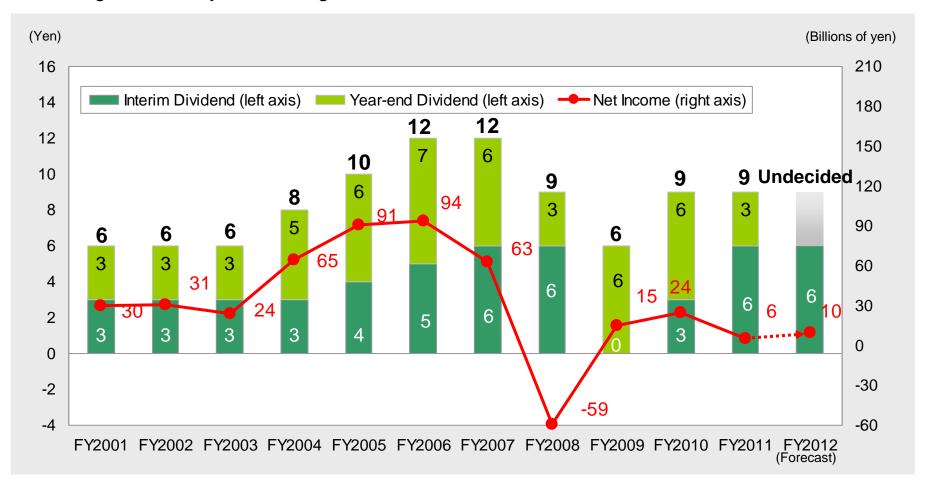


Business evaluation

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Dividend Policy

We consider shareholder return as one of our priority management issues and have made it a policy to maintain stable dividend payment, giving due consideration to our business performance and a dividend payout ratio for each fiscal period, the level of retained earnings necessary for future growth, and other relevant factors.



Creative Hybrid Chemistry



Cautionary Statement

Statements made in this document with respect to Sumitomo Chemical's current plans, estimates, strategies and beliefs that are not historical facts are forward-looking statements about the future performance of Sumitomo Chemical. These statements are based on management's assumptions and beliefs in light of the information currently available to it, and involve risks and uncertainties.

The important factors that could cause actual results to differ materially from those discussed in the forward-looking statements include, but are not limited to, general economic conditions in Sumitomo Chemical's markets; demand for, and competitive pricing pressure on, Sumitomo Chemical's products in the marketplace; Sumitomo Chemical's ability to continue to win acceptance for its products in these highly competitive markets; and movements of currency exchange rates.