June 3, 2021

Current Priority Management Issues and Business Strategy

SUMİTOMO CHEMICAL

Keiichi Iwata

President



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I Performance Trends

Business Environment

Change & Innovation 3.0: For a Sustainable Future

The global economy in FY2021

Hope that vaccinations will halt the spread of infections

US economic recovery driven by massive stimulus packages

Acceleration of DX and application of innovative technologies in society

Trends toward carbon neutral

Prolonged tensions between US and China

Concerns of another wave of infections driven by COVID-19 variants

There is light at the end of the pandemic tunnel, but still a ways to go

COVID-19 impact on our business performance

FY2020 -29.0 bn. yen

- Decline in demand related to automobiles, including synthetic resins and tire materials
- Dip in sales of smartphone and TV components improving since Q2

FY2021 Negligible

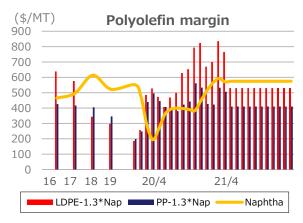
- Strong automotive production
- Very strong demand for displays and semiconductors driven by stay-at-home and remote work trends

Business Environment

Change & Innovation 3.0: For a Sustainable Future

Polyolefin margin

A surge in the margin driven by Cold winter in NA back to appropriate levels



Semiconductors

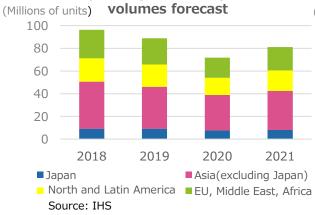
Strong market growth driven by pandemic



Automobiles

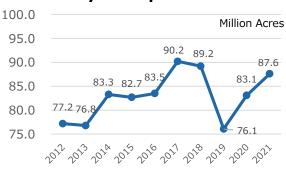
Moderate recovery from COVID-19 impact

Global passenger vehicle production



Planted acreage

More soybean planted in NA

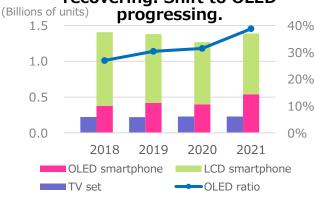


By Sumitomo Chemical based on United States Acres Department Agriculture(March 31, 2021)

Displays

Shift to China in TV LCD panels accelerating.

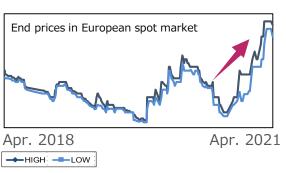
Demand for smartphones recovering. Shift to OLED



Prepared based on information from Gfk

Methionine

Rising prices



Source: feedinfo.com/pages/DL_Methionine_99

(Billions of yen)

	FY2021 Forecast	FY2020	Change
Sales Revenue	2,610.0	2,287.0	323.0
Core Operating Income	200.0	147.6	52.4
Operating Income (IFRS)	180.0	137.1	42.9
Net Income Attributable to Owners of the Parent	100.0	46.0	54.0
Nanhtha prico	V47.000/kl	V21 200/kl	
Naphtha price	¥47,000/kl	¥31,300/kl	
Exchange rate	¥110.00/\$	¥106.10/\$	



FY2021 Core Operating Income by Sector vs. FY2019

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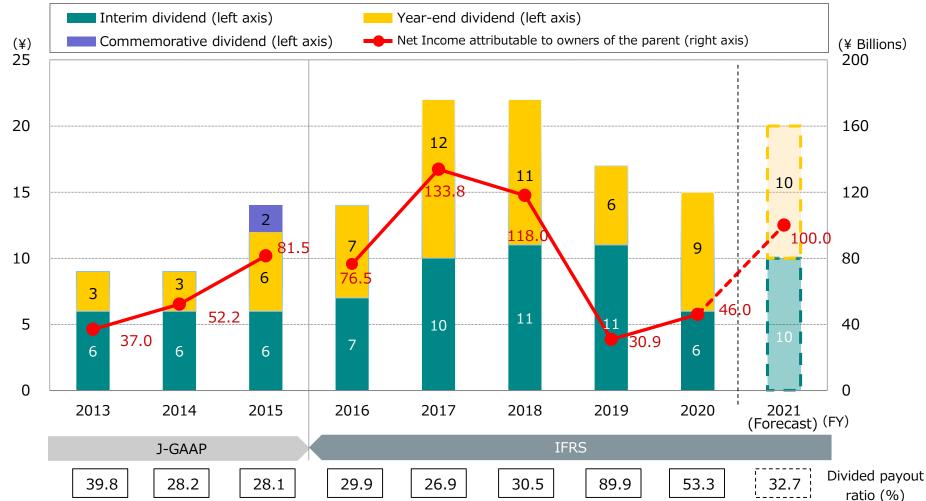
(Billions of yen)

	FY2021 Forecast	FY2020	FY2019 ②	Change 1 - 2	Reasons for change
Petrochemicals & Plastics	36.0	-12.0	14.5	21.5	Market price recovery in petrochemicals market
Energy & Functional Materials	19.0	20.3	20.3	-1.3	Increase in raw material prices, etc.
IT-related Chemicals	40.0	39.7	25.1	14.9	Increase in shipment volumes of display and semiconductor materials
Health & Crop Sciences	38.0	31.5	2.1	35.9	Recovery in shipment volume of crop protection products; Increased market price of methionine; and Consolidation of South American subsidiaries acquired from Nufarm
Pharmaceuticals	67.0	71.7	75.3	-8.3	Increased up-front expenses due to alliance with Roivant.
Other	0	-3.6	-4.6	4.6	
Total	200.0	147.6	132.7	67.3	

Shareholder Returns

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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. We aim to maintain a dividend payout ratio of around 30% over the medium to long term.

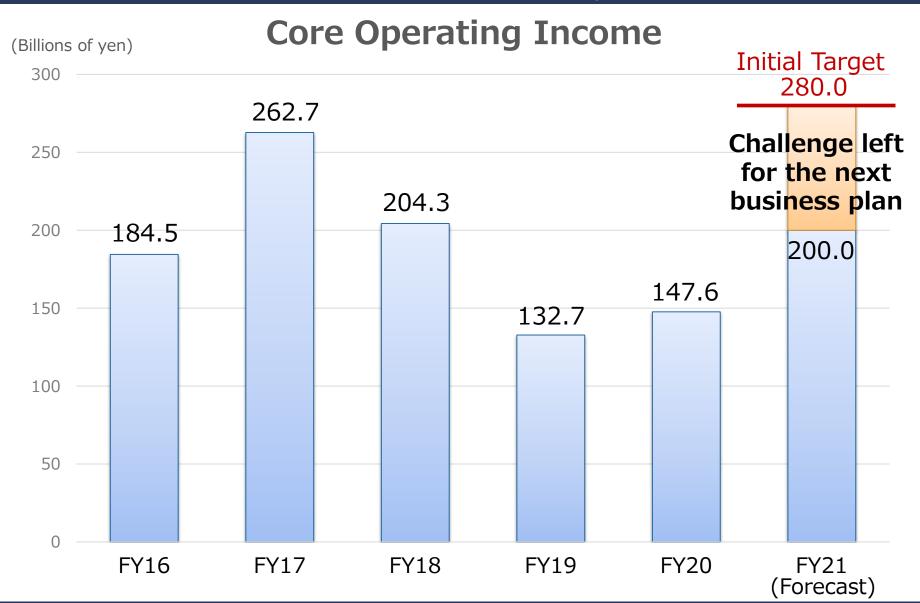


II FY2019-FY2021 Progress on the Corporate Business Plan

1 Further improve business portfolio	9
Build a more robust financial structur	e 33
Accelerate the development of next-generation businesses Improve productivity through digital innovation	38



FY2019-FY2021 Corporate Business Plan Business Performance





Management Challenges and Progress Since the Start of the Corporate Business Plan

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Major business challenges as of FY2019

Petrochemicals & Plastics

Commercial launch and contribution from Rabigh Phase II

Future direction for the Petrochemicals & Plastics business considering environmental issues

Energy & Functional Materials

Secure growth drivers in 5G and Automotive fields

IT-related Chemicals

Mature polarizer business

Support growing demand for semiconductors

Pharmaceuticals

Delays in post-Latuda product development

Health & Crop Sciences

Methionine business performance highly volatile

Secure footprint in growing crop protection market

In 2020 the COVID-19 pandemic outbreak and other factors led to expectations at one point that core operating income would fall to 80 bn. yen



Management Challenges and Progress Since the Start of the Corporate Business Plan

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Major achievements in the businesses

Petrochemicals & Plastics

Achieved stable operations and finished completion guarantee for Rabigh Phase II

Strengthened licensing business. Focused on areas with lower environmental impact.

Energy & Functional Materials

Accelerated development in 5G and Automotive fields

IT-related Chemicals

Bolstered in-house manufacturing of key materials

Added capacity in resists and chemicals

Pharmaceuticals

Launched blockbuster candidates

Health & Crop Sciences

Strengthened cost competitiveness through far-reaching rationalization

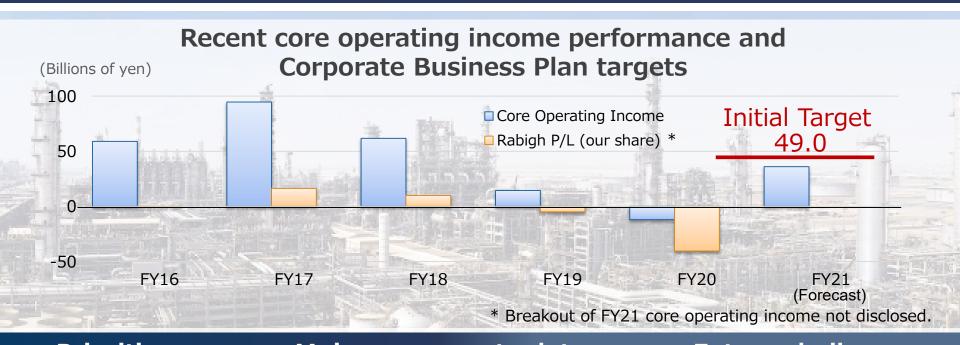
Secured footprint in South America and India

White font: Will contribute to future business performance

Expect core operating income to reach 200 bn. yen in FY2021 on efforts to improve competitiveness of the businesses



Progress on the Corporate Business Plan (Petrochemicals & Plastics)



Priorities	Major progress to date	Future challenges
Strengthen technology licensing and catalyst businesses	Signed technology license agreements, including for propylene oxide (PO) with an Indian company Began operations at new catalyst manufacturing plant	Expand technology licensing categories
Harvest contribution from Rabigh Phase II Project	Began Phase II commercial operations Finished completion guarantee	Maintain stable operations Drive rationalization and sounder financial standing
Support reducing environmental impact	Reorganized R&D teams for the development of chemical recycling technology Established a Business Development Office for a Circular System for Plastics	Advance development of chemical recycling technology Advance materials recycling



Licensing business

Enhancing the licensing business

Propylene oxide production technology: PO-only process

Have been adding to our licensing track record in recent years: S-OIL (S. Korea); PTTGC (Thailand); BPCL (India), etc.

Hydrochloric acid oxidation process

Planning a series of operational launches for orders received.

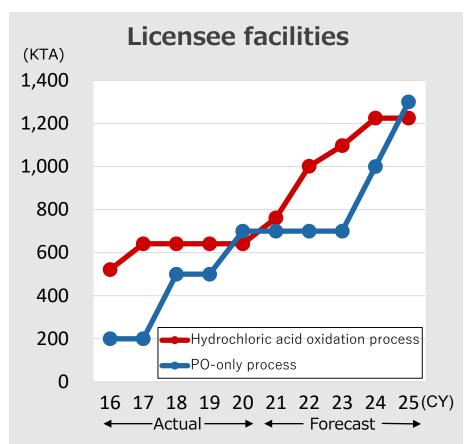
Negotiations underway on multiple projects.

Polyethylene and Polypropylene

In FY 2020 we licensed out manufacturing technology on high-pressure production process for PE to major Russian petroleum company

Caprolactam production technology: vapor-phase process

In discussions with potential licensees



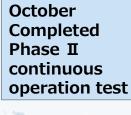
Expand technology licensing and catalyst sales business and achieve stable revenue



Rabigh Phase II Project

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Status of the Rabigh Project



November Began commercial operations at Phase II

March-April Major scheduled maintenance at Phase I

September

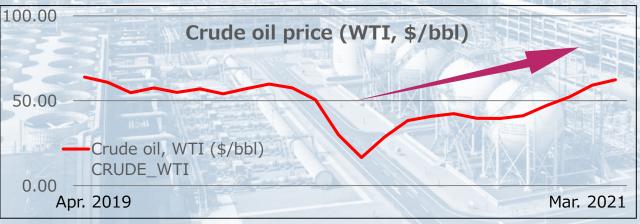
Finished completion guarantee for Phase II

2019

2020

2021

Sustained stable operations



Status in FY21

No major scheduled maintenance

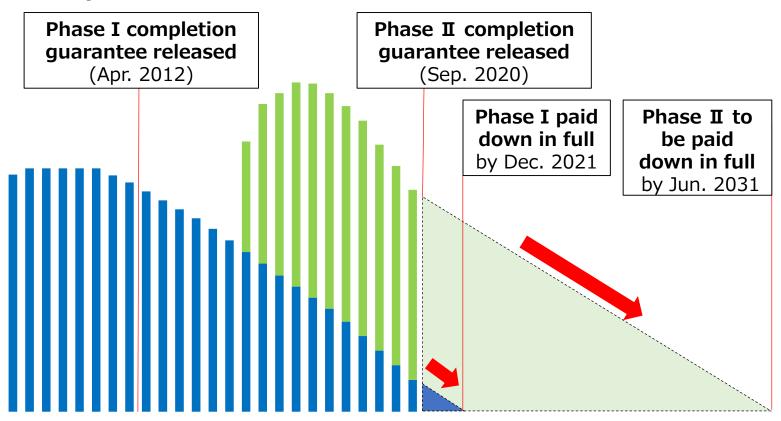
Crude oil prices recovering

Q1 Net Profit: 649mSAR (Approx. 18.0 bn. yen)

Prepared using World Bank Commodity Price Data

Rabigh Project: Project Finance

- Financing for Phase I was paid down by the end of 2021.
- Repayment of principal for Phase II began June 2019, to complete in the end of June 2031.

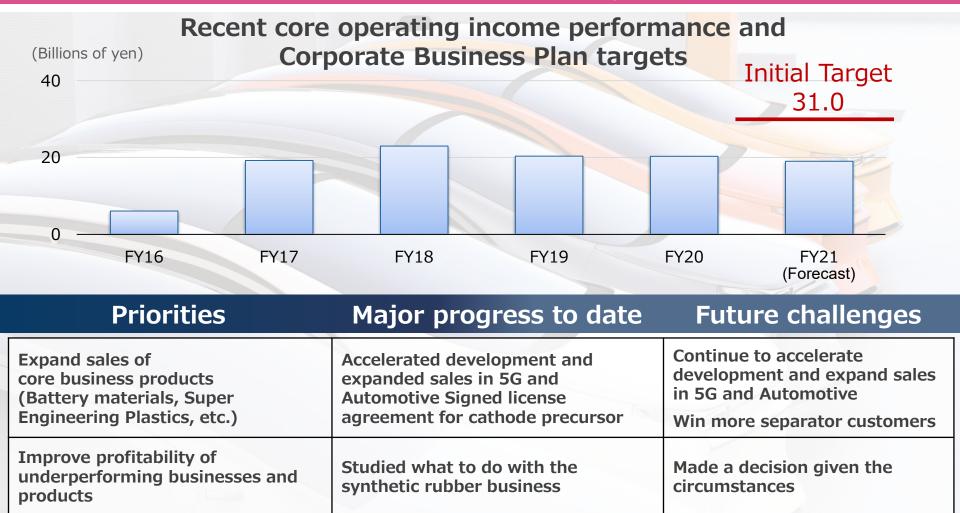


Repayment of principal began June 2011 for Phase I and June 2019 for Phase II



Progress on the Corporate Business Plan (Energy & Functional Materials)

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Create new businesses in the fields

of environment and energy &

functional materials

Opened an industry-academia joint

research course at Kyoto University

(Developed solid-state batteries)

Accelerate the development of

next-generation battery

materials



Investments and Commercialization Schedule (Energy & Functional Materials)

<u> </u>			Change & Innovation 3.0	: For a Sustainable Future
			Current Corporate Business Plan	Next Corporate Business Plan
Investment or M&A	Investment amount	2016 to 2018	2019 to 2021	2022 to 2024
Heat-resistant separator plant expansion	(Cumulative since 2015) Approx. 25.0 bn. yen		Growth in EV a	and ESS markets
Add production capacity in PES	Several billion yen		emand for aerospace s and high-performa	
Tanaka Chemical add production capacity	Approx. 15.0 bn. yen	G <mark>rowt</mark>	h in demand for lithi	um-ion batteries
Build expansion at multipurpose plant for electronics materials, etc. (Koei Chemical)	Approx. 8.6 bn. yen	Grow	ing demand for cont pharmaceutica electronics mate	al intermediates,
Add capacity at resin raw material plant (Taoka Chemical)	Approx. 4.0 bn. yen	Growing deman	d for fine chemicals	related products

5G & CASE (Super engineering plastics)

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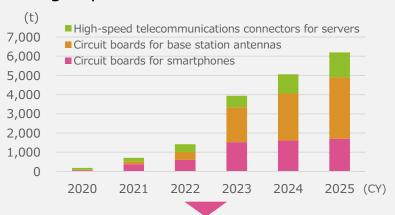




CASE

Increased demand for high-frequency applications

 Market for resin materials in the field of high-speed telecommunications



Aim to establish position as industry de facto standard when demand ramps up with a primary focus on high-frequency connectors and films

Replacing metal components in automobiles

 Proposing designs that leverage the shapeability and functionality of super engineering plastics

Lighter

Smaller

Quieter

Rein in total costs

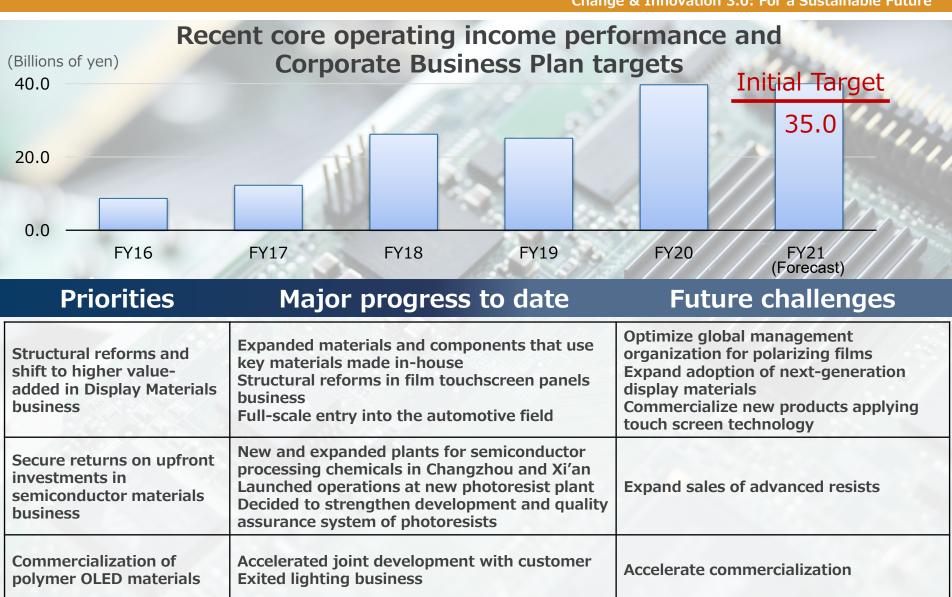
- Major automotive applications
 - Automotive connectors
 - EV power motor peripheral parts
 - HV power motor peripheral parts



Win orders in automotive applications primarily in these product areas



Progress on the Corporate Business Plan (IT-related Chemicals)





Investments and Commercialization Schedule (IT-related Chemicals)

				E C. del'adda E
			Change & Innovation 3.0:	For a Sustainable Future
			Current Corporate	Next Corporate
			Business Plan	Business Plan
Investment or M&A	Investment amount	2016 to 2018	2019 to 2021	2022 to 2024
THE CONTINUE OF THE A		2010 10 2010		
Acquired Chinese	Not			
manufacturer of	disclosed	Gro	wth in polarizing film	market in China
polarizing film	uiscioseu			
polarizing min			:	
	Not	Entry into a	uto <mark>motive application</mark>	s given advances
Acquired SANRITZ	disclosed	Errery mico a		in smart mobility
	uiscioseu			in Smart mobility
Added capacity at	Several			
semiconductor high				
purity chemicals plants in	billion yen		Growth in semice	onductor market
Changzhou and Xi'an	each	•		
Sharigenoù ana 7than	30.0.1			
Added production				
Added production	Not			
capacity in	disclosed	Supi	port inc <mark>rease in dema</mark>	nd for ArF resist
photoresist	aisciosca	' '		
Build production and				
-	Not		Advances in semicor	ductor line-width
quality assurance system	disclosed	shrin	king technology and i	narket expansion
for advanced resist	uiscioscu	311111	iang coomiology and i	Tarket expansion
			•	



Increased Competitiveness in the Display Materials Business

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Expand use of key materials made in-house

Made in-house

Polarizing film for OLED smartphones using liquid crystalcoated retardation film Full ramp to mass production

Made in-house

Polarizing film for foldable OLED using liquid crystal-coated polarizer



Expand polarizing film business for automotive applications

July 2019: Acquired SANRITZ

▶ PMI is progressing well

Synergies	Synergies between the two companies		
Sumitomo Chemical	Technology to manufacture in large and odd shapes Know-how in process control and quality control Global sales network and customer support capabilities		
SANRITZ	Technology in highly durable polarizers		

Expand sales of high-durability and high-quality polarizing film for automotive applications

Sales continue to be strong amid pandemic

Strengthen global management organization

Build optimal production footprint to support shift in customers to China

Chinese panel makers headed toward more than half of large LCD production capacity

Strengthen relationships with Chinese customers (including set makers) by bolstering functions at Chinese sites

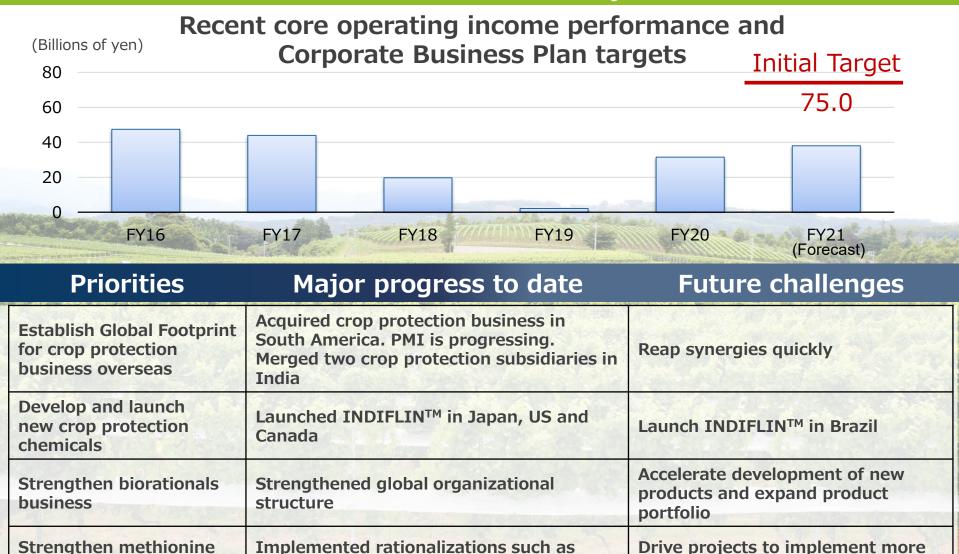


business

Progress on the Corporate Business Plan (Health & Crop Sciences)

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rationalization



shuttering old plant



Investments and Commercialization Schedule (Health & Crop Sciences)

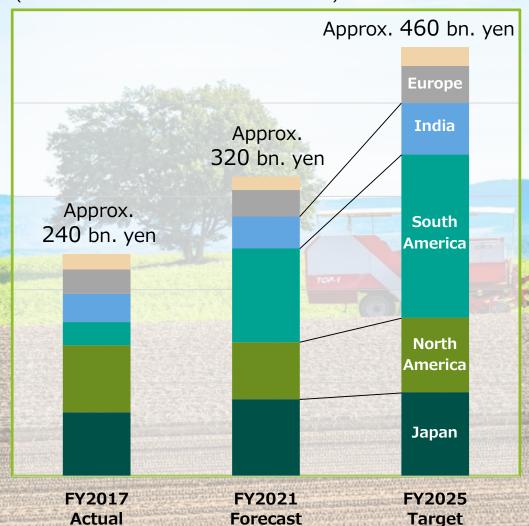
Change & Innovation 3.0: For a Sustainable Future **Current Corporate Next Corporate Business Plan Business Plan Investment or** Investment 2016 to 2018 2019 to 2021 2022 to 2024 A&M amount **Reorganized R&D** Approx. facilities (Brazil, NA, Expecting strong growth in life sciences 10.0 bn. yen Takarazuka) **Strengthen India** (Cumulative to date) Strong growth in Indian crop protection market crop protection Approx. (growth in food production driven by population growth) business 20.0 bn. yen **Acquire NuFarm's** Approx. 1.2 bn. Expand sales in South America including Brazil, the **South American** Australian world's largest market for crop protection products dollars subsidiaries (Cumulative to date) **Expand biorationals** Approx. Contribute to sustainable agriculture business 60.0 bn. yen Growth in demand for methionine Add capacity in Approx. (global population growth and growth in demand for meat) methionine 50.0 bn. yen

Future Topline Growth in Crop Protection Business

Change & Innovation 3.0: For a Sustainable Future

Sales revenue target for crop protection business

(Excludes environmental health business)



India

- Expanded sales of Sumitomo Chemical products and biorationals
 Leverage larger and stronger sales network
 Accelerate development of new mixture products
- ✓ Supply active ingredient to group companies

South America

- Maximize sales of INDIFLIN^(R) and expand sales of biorationals leveraging acquired sales network
- Complete PMI to accelerate efficient and integrated management
- ✓ Expand seed treatment business

North America

- ✓ Expand sales of A2020 and other new products
- ✓ Expand sales of biorationals leveraging to the hilt the reinforced SSBU (dedicated sales organization)
- ✓ Expand seed treatment business

Biorationals Business

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Market for biorational products

	Market size	Growth rate
Chemical Crop Protection	60.0 bn. USD	2%
Biorationals	6.4 bn. USD	10~15%

Background to expanding demand for biorationals

Growth in food supply requirements accompanying population growth

Reduced yields due to climate change

Expectation for methods to increase yield that do not rely on fertilizers

Increase in demand for safety and quality Increase
in the number
of expiring
registrations
for chemical
crop protection
products

Initiatives to strengthen biorationals business

<u>Expand dedicated sales</u>
 <u>organization SSBU</u>

NA: Substantially add headcount SA & EUR: Newly establish organization

<u>Leverage cutting-edge</u>
 <u>technology in synthetic biology</u>

Establish SynBio Hub

- → Develop new products, reduce cost of existing products
- Newly establish domestic biorationals team

Strengthen pipeline development

Accelerate launch of 8 pipeline products in later development stages (PGRs 3, Bioinsecticides 3, Rhizospheres 2)

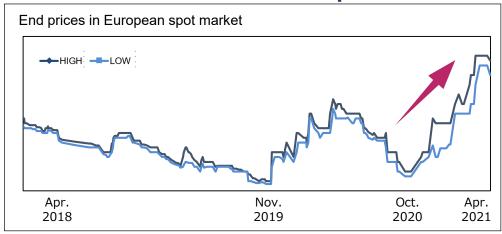
Methionine business

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Methionine market prices

Price is rising Demand Continued strength Supply Rival plants shut down Logistics Disruptions due to pandemic

DL-methionine market prices



Source: feedinfo.com/pages/DL_Methionine_99

Profitability improvement campaign - Funbari Project

- Reduced maintenance costs by discontinuing production at obsolete plants
- Improved fixed costs and energy efficiency and rationalized manufacturing costs (procurement of cheaper raw materials, etc.)
- Leveraged DX to lower inventory storage costs
- Optimized sales regions and customer strategies
- Cut research expenses by down-selecting research themes

Achieved annual 2 bn. yen in cost rationalizati on items in FY 21

Improve profitability by further strengthening cost competitiveness



Progress on the Corporate Business Plan (Pharmaceuticals)

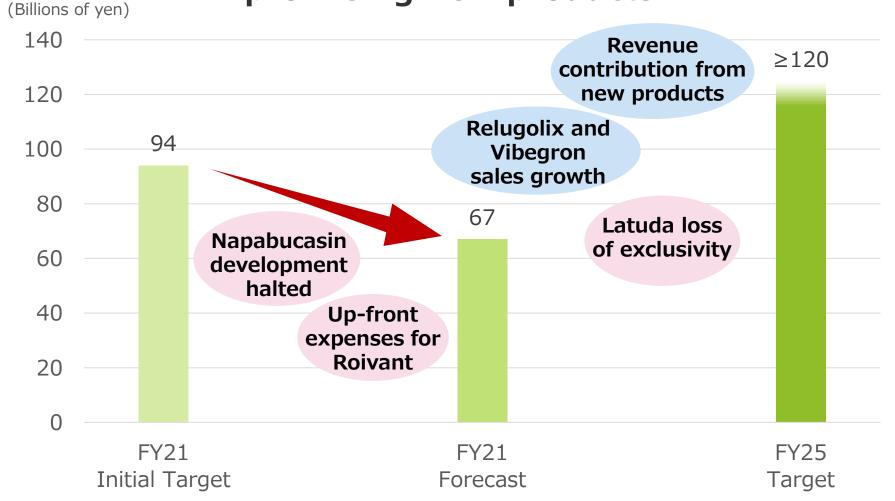


Priorities	Major progress to date	ruture challenges
Maintain earnings power after Latuda's loss of exclusivity	Execute on strategic alliance with Roivant ORGOVYX TM and GEMTESA®: Launched in US Forged development and sales alliance with Pfizer Launched sublingual film for the treatment of Parkinson's disease	Deliver on development of remaining indications Maximize earnings on products in market
Develop theranostics business and strengthen the competitiveness of existing radioactive diagnostics business	Began operations in 2020 of radiopharmaceuticals R&D site	Accelerate development of theranostics

Pharmaceuticals Business Performance Trends

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Achieve long-term growth through success in Core Operating Income promising new products



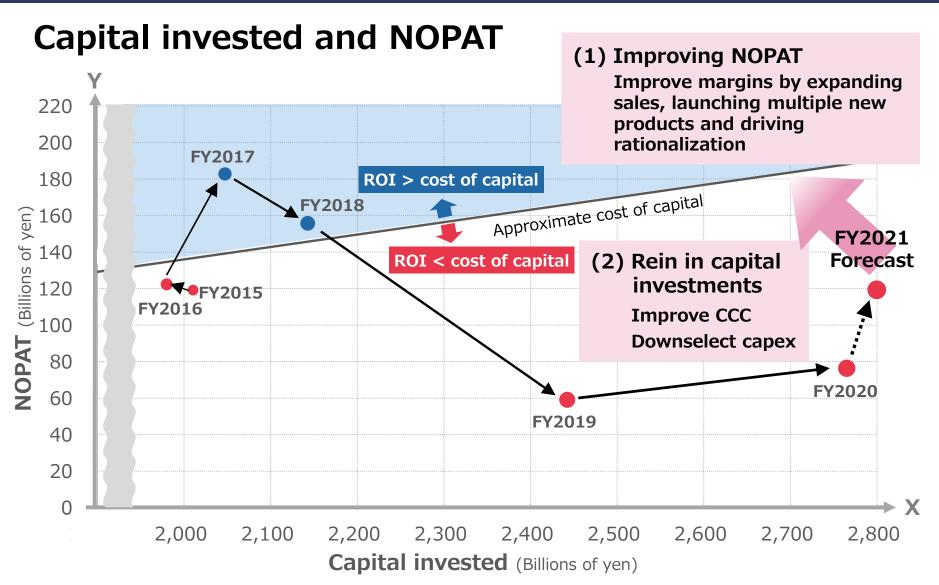
Strategic Alliance with Roivant Sciences

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Progress on acquired pipelines

	relugolix	vibegron
Progress	Prostate cancer: Launched in US January 2021 Filed in Europe in March 2021 ORGOVYK (relugolix) 120mg	Overactive bladder: Launched in US April 2021 GEMTESA*
Strategy	 Maximize sales through alliance with Pfizer Pursue cost synergies by leveraging Sunovion sales infrastructure (distribution) 	 Pursue cost synergies by leveraging Sunovion sales infrastructure (sales and distribution) Maximize earnings outside North America through alliances with third parties

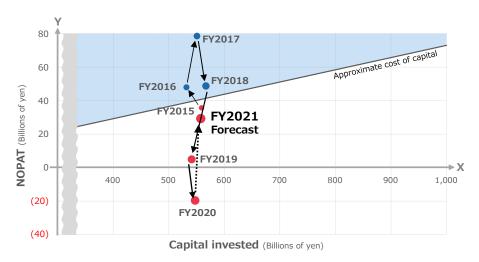
Improving capital efficiency



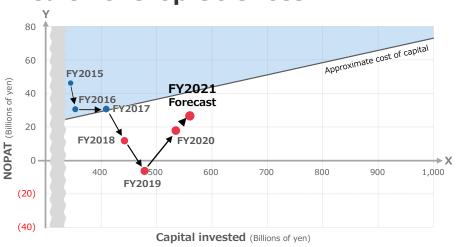
Improving capital efficiency (Sector information)

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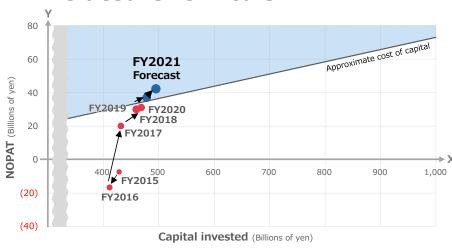
Petrochemicals & Plastics



Health & Crop Sciences



Energy & Functional Materials IT-related Chemicals



Pharmaceuticals



II FY2019-FY2021 Progress on the Corporate Business Plan

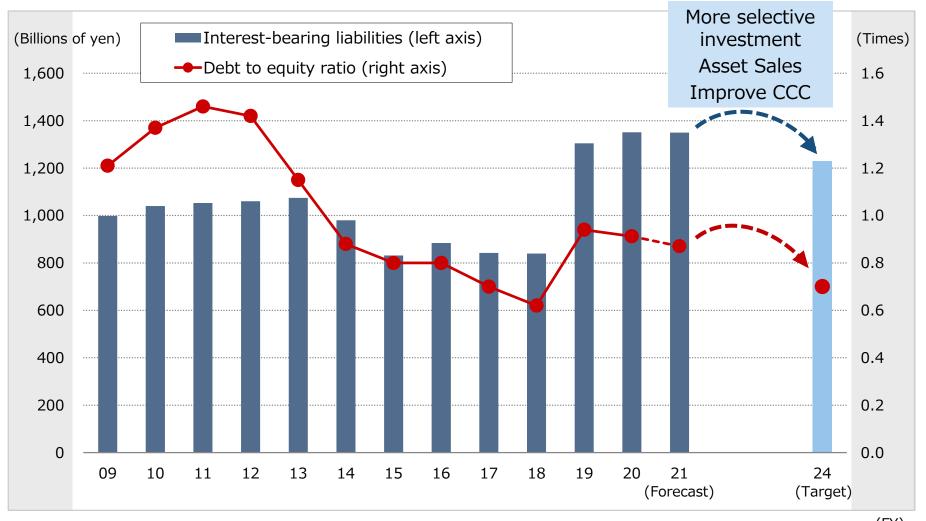
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2	Build a more robust financial structure	33
3	Accelerate the development of next-generation businesses Improve productivity through digital innovation	38



Initiatives for Improving Financial Strength

Change & Innovation 3.0: For a Sustainable Future

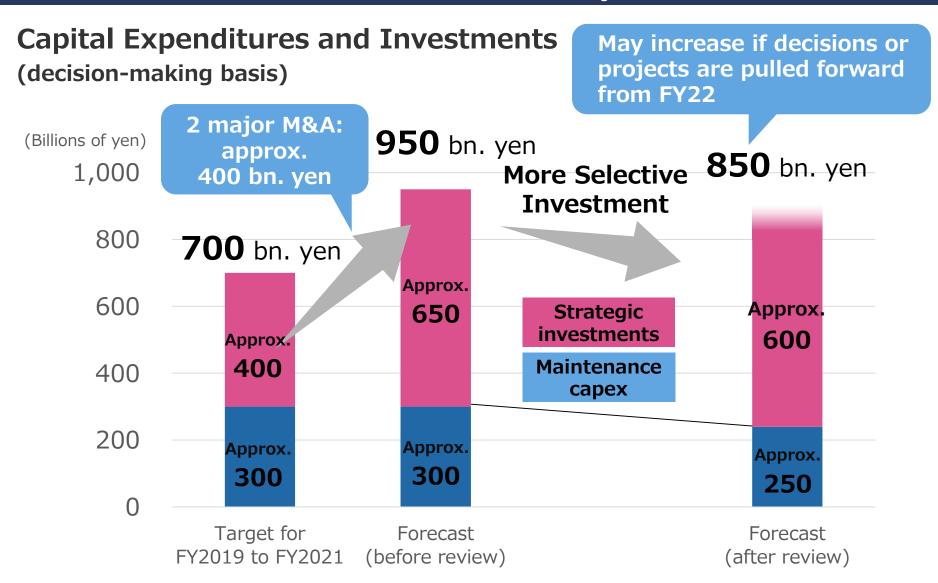
Interest-bearing liabilities and debt to equity ratio



(FY)



Initiatives for Improving Financial Strength (More Selective Investment)





Initiatives for Improving Financial Strength

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Asset Sales

Target 50 bn. yen by the end of FY24

Results

- Sold some strategic share holdings
- Sold other assets

FY2019 ~ FY2020

More than 40 bn. yen

Path forward

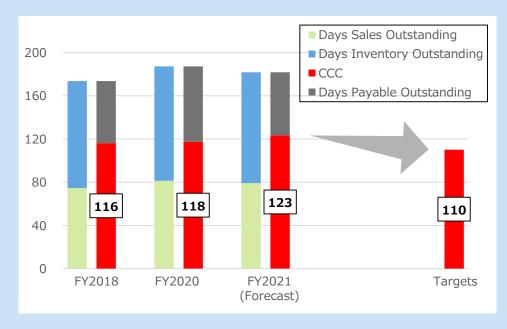
- Sell multiple other share holdings this fiscal year
- Expect to reach target ahead of schedule (FY2024)

Improve CCC

Target 50 bn. yen by the end of FY24

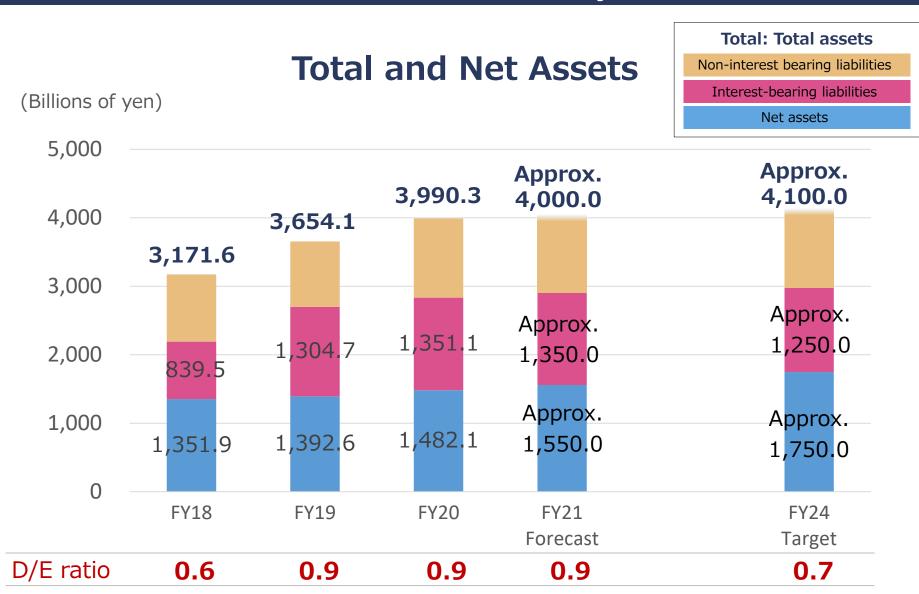
Step it down with top priority on inventory reductions

- Launched companywide inventory reduction project
- Rising in FY2021 on extraordinary factors (New product support, etc.)



Initiatives for Improving Financial Strength

Change & Innovation 3.0: For a Sustainable Future



II FY2019-FY2021 Progress on the Corporate Business Plan

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Accelerate the Development of Next-Generation Businesses

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Initiatives to date

Red text indicates progress made since December 2020

Health care

Regenerative medicine & cell therapy CDMO

Established JV with Sumitomo Dainippon Pharma and contracted manufacturing method development and manufacturing of corneal endothelial cells

Nucleic acid medicine active ingredient contract business

Supplied long-chain RNA for CRISPR-Cas9

→Positive results from customer tests. Now studying adding capacity to enter full production

Theranostics

Began operations of radiopharmaceuticals R&D site

Developed rapid diagnostics sensor for COVID-19

Invested equity in Nanocent of Israel

→Began tie-ups with Japanese hospitals to drive penetration as pre-screening tool

Reduction of environmental impact

Solid-state batteries

- Industry-academia joint research course at Kyoto University
- Developed high-purity aluminum anode material, etc.

Chemical recycling

- Set up R&D group for the development of environmental impact mitigation technologies
- Following 3 projects under development (partner)
 Polyethylene made from waste (Sekisui Chemical)
 Develop polyolefin made from waste plastic
 (Muroran Institute of Technology)
 Develop methanol made from waste (Shimane University)
 - →Begin studies using alongside PDH technology

Materials recycling

Commercialized glass-fiber reinforced recycled polypropylene in Europe



Accelerate the Development of Next-Generation Businesses

Change & Innovation 3.0: For a Sustainable Future

Red text indicates progress made since December 2020

Food

Biorational materials

- Set up SynBio Hub in VBC in the US
- Expanded global sales organization
- Created dedicated team within Takarazuka Research Laboratory
- Development pipeline advancing stages.
 Now 8 (was 6) in late-stage development

Development of sensors for post-harvest applications

Develop gas sensors for fruit preservation control leveraging organic semiconductor technology

ICT

Materials for image sensors

This fiscal year plan to begin using new color materials for CMOS image sensors and resins for lenses, etc.

Materials for AR·VR·MR displays

Developed materials for ultra-compact, ultra high-resolution Si-OLED displays

5G antennas

Applied flexible touch screen sensor technology

Develop high performance materials using biotechnology

Developed high performance film with Zymergen

Polymer light-emitting materials

Moved to mass production for mid-sized panels

Next-generation power semiconductors

Developed elemental technology for GaN substrate manufacturing method suited for power semiconductors



Improving Productivity through Digital Innovation

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Accelerate initiatives aimed at digital innovation

DX 1.0 strategy initiatives

Challenges in FY21

Digital Plant

Introduce digital technologies such as error detection systems and electronic daily reporting

Adopt digital technologies across the plant

Digital R&D

Implemented material informatics (MI) in a total of about 50 projects

Accelerate companywide adoption of a data management regime

Digital SCM

Made supply chain information more visible and sophisticated. Prepared introduction of S/4HANA.

Drive work efficiencies leveraging S/4HANA and RPA

Digital Office

Shifted to remote work quickly through early adoption of Office tools.

Cultivated DX talent

Cultivated data scientists and data engineers

Cultivate business translators and business data analysts

Continue DX 1.0 strategy and

DX 2.0 strategy: Build out a structure driven by the business divisions to secure competitiveness in existing businesses

Select a 'model business' in each business division and tackle DX challenges based on business characteristics

Strengthen IT Organization to Promote DX

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IT × Business

DX 2.0 strategy Secure competitiveness of existing businesses

DX 3.0 strategy Realize new business models

Innovative Knowledge related to our Knowledge of IT business technologies **Sumitomo** Accenture Chemical Diverse and advanced know-how **Driven by the** Training programs for business division dedicated DX personnel **Sumitomo** Chemical **IT Division Systems Service SUMIKA DX** Link Merge New digital **ACCENT** Security Talent to drive Accelerate rollout of DX digitalization Global controls, etc. Cultivate DX talent

III Becoming Carbon Neutral



Becoming Carbon Neutral

Change & Innovation 3.0: For a Sustainable Future

Major recent initiatives at Sumitomo Chemical targeting climate change issues

2016



Started Sumika Sustainable Solutions

2017



Announced our support when the recommendations for the **Task Force on Climate-related Financial Disclosures (TCFD)** were released

2018



Recognized by the **Science Based Targets Initiative**

2021

Established the Carbon Neutral Strategy
Council and the Carbon Neutral Strategy
Cross-functional Team

Becoming carbon neutral by 2050

GHG emissions for the Sumitomo Chemical Group (Scope1+2)

Innovations essential

7,220kt

Duties

Minimize our GHG emissions and provide and deploy technologies across the world

Contributions

- ✓ Provide products and solutions that contribute to carbon neutrality from a Life Cycle Assessment perspective
- Develop technologies for recovery, separation, use and storage of greenhouse gases and help implement such technologies in society
- ✓ Develop carbon negative technologies

2050

2019

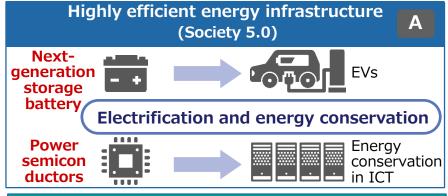
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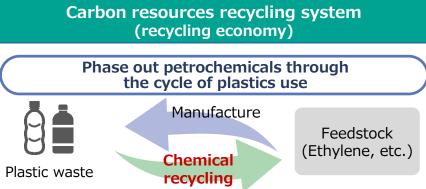


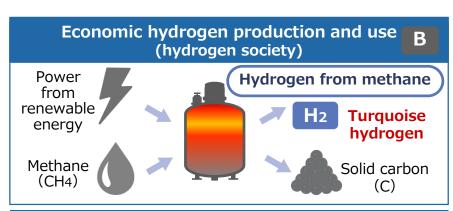
Becoming Carbon Neutral

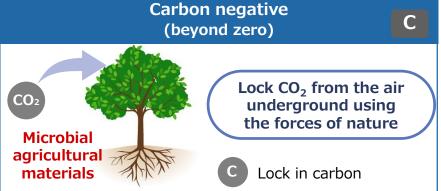
Change & Innovation 3.0: For a Sustainable Future

Technology development aimed at generating innovation









Duties

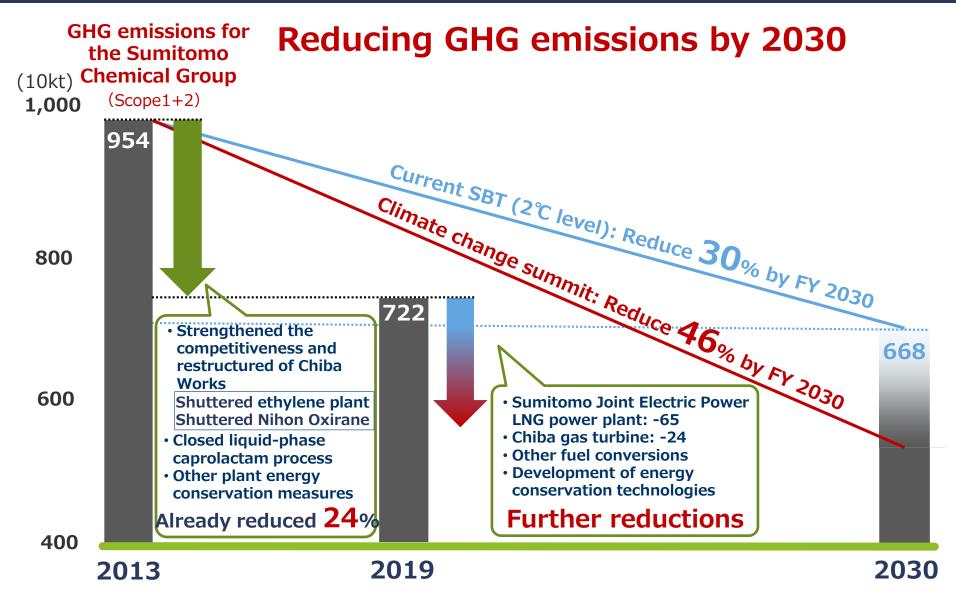
Reduce GHG emissions at Sumitomo Chemical

Contributions

Achieve a carbon neutral society

Becoming Carbon Neutral

Change & Innovation 3.0: For a Sustainable Future



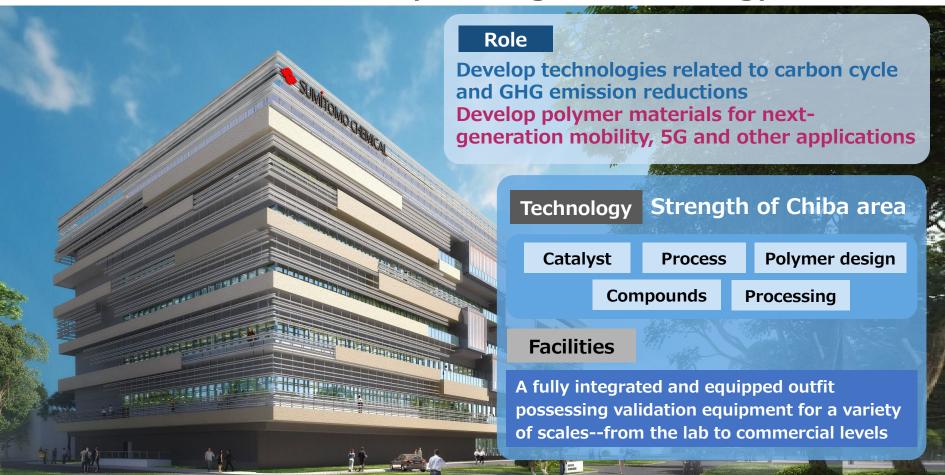


Build new research laboratory in Chiba

(Begin operations March 2024)

Change & Innovation 3.0: For a Sustainable Future

Transform Chiba into research laboratory for environmental impact mitigation technology



Accelerate innovations in the fields of environmental impact mitigation and polymer materials



Sharing Our Aspirations with Stakeholders

Change & Innovation 3.0: For a Sustainable Future

Sumitomo Chemical creates

economic value and social value in an integrated way



Contribute to realizing a sustainable society through our business

- Sharing our aspirations with stakeholders -

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.