

## Contents

- **Overview of FY2015 Outlook**
- **Framework for Next Corporate Business Plan**
- **Progress on Major Projects**
- **Toward Sustained Growth**

# Overview of FY2015 Outlook



(Billions of yen)

	FY2014.1H	FY2015.1H	Change
<b>Net Sales</b>	1,128.4	1,075.9	-52.6
<b>Operating Income</b>	36.2	74.2	+38.1
(Equity in Earnings of Affiliates)	13.8	28.6	+14.8
<b>Ordinary Income</b>	52.8	100.4	+47.6
<b>Net Income</b>	22.6	60.9	+38.3
<b>Naphtha Price</b>	¥70,400/kl	¥48,200/kl	
<b>Exchange Rate</b>	¥103.01/\$	¥121.87/\$	

# FY2015 First Half Results: Operating Income by Sector

Change and Innovation

(Billions of yen)

	FY2014.1H	FY2015.1H	Change
<b>Specialty Chemicals</b>	40.6	64.8	+24.2
Energy & Functional Materials	-0.7	-0.3	+0.4
IT-related Chemicals	14.5	18.7	+4.2
Health & Crop Sciences	11.4	27.1	+15.6
Pharmaceuticals	15.4	19.4	+3.9
<b>Bulk Chemicals</b>	1.3	13.4	+12.0
Petrochemicals & Plastics	1.3	13.4	+12.0
Others	-5.7	-3.9	+1.8
<b>Total</b>	36.2	74.2	+38.1
<b>Equity in Earning of Affiliates</b>	13.8	28.6	+14.8

# Outlook for FY2015

Change and Innovation

(Billions of yen)

	FY2014	FY2015 (Forecast)	Change
Net Sales	2,376.7	2,250.0	-126.7
Operating Income	127.3	155.0	+27.7
(Equity in Earnings of Affiliates)	23.9	24.0	+0.1
Ordinary Income	157.4	170.0	+12.6
Net Income	52.2	80.0	+27.8
ROE	7.3%	10.0%	
Naphtha Price	¥63,500/kl	¥49,100/kl	
Exchange Rate	¥109.76/\$	¥121.0/\$	

# Outlook for FY2015: Operating Income by Sector

Change and Innovation

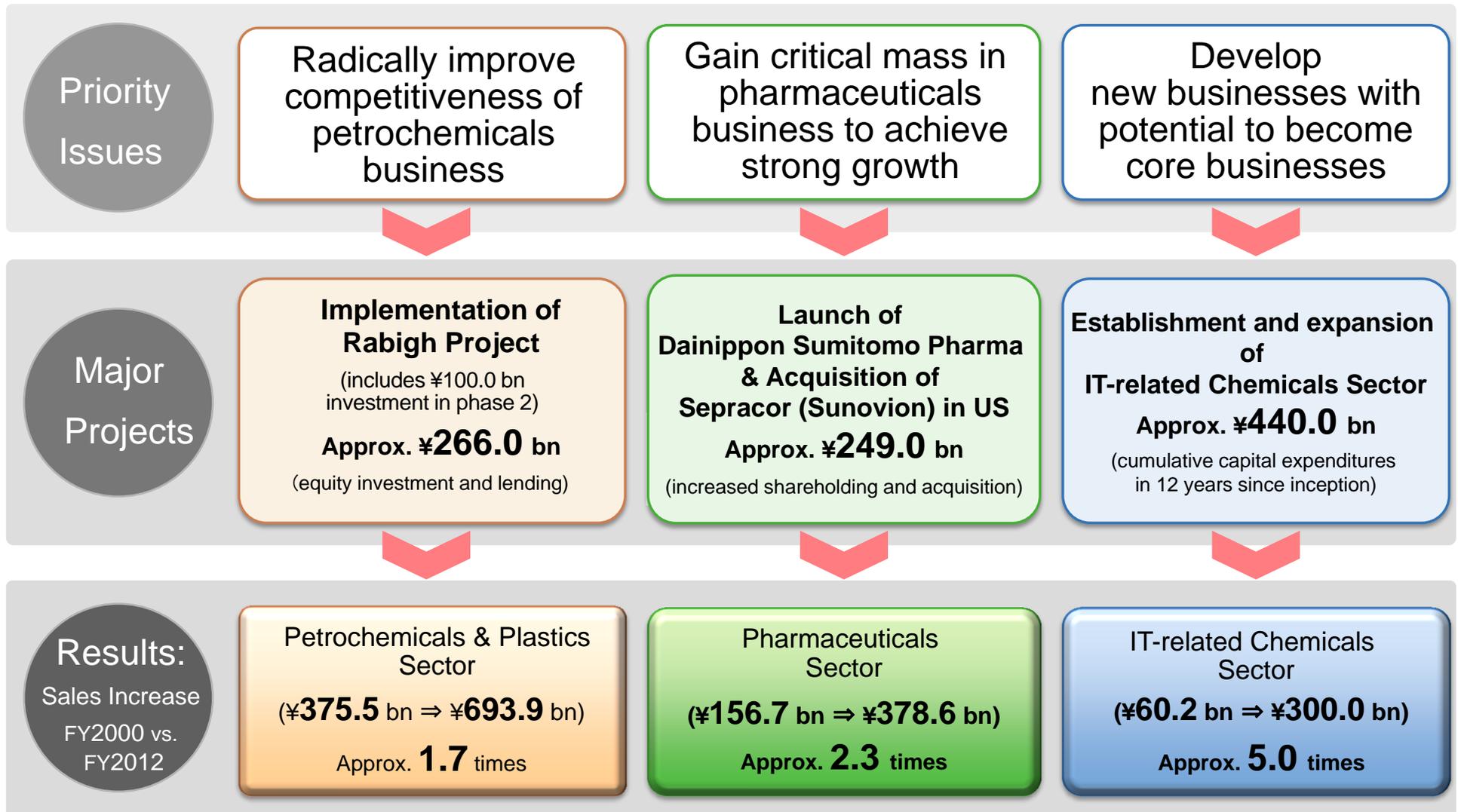
(Billions of yen)

	FY2014	FY2015 (Forecast)	Change
<b>Specialty Chemicals</b>	118.3	140.0	21.7
Energy & Functional Materials	0.8	1.0	0.2
IT-related Chemicals	32.4	30.0	-2.4
Health & Crop Sciences	56.1	75.0	18.9
Pharmaceuticals	29.0	34.0	5.0
<b>Bulk Chemicals</b>	20.8	25.0	4.2
Petrochemicals & Plastics	20.8	25.0	4.2
Others	-11.8	-10.0	1.8
<b>Total</b>	127.3	155.0	27.7
<b>Equity in Earning of Affiliates</b>	23.9	24.0	0.1

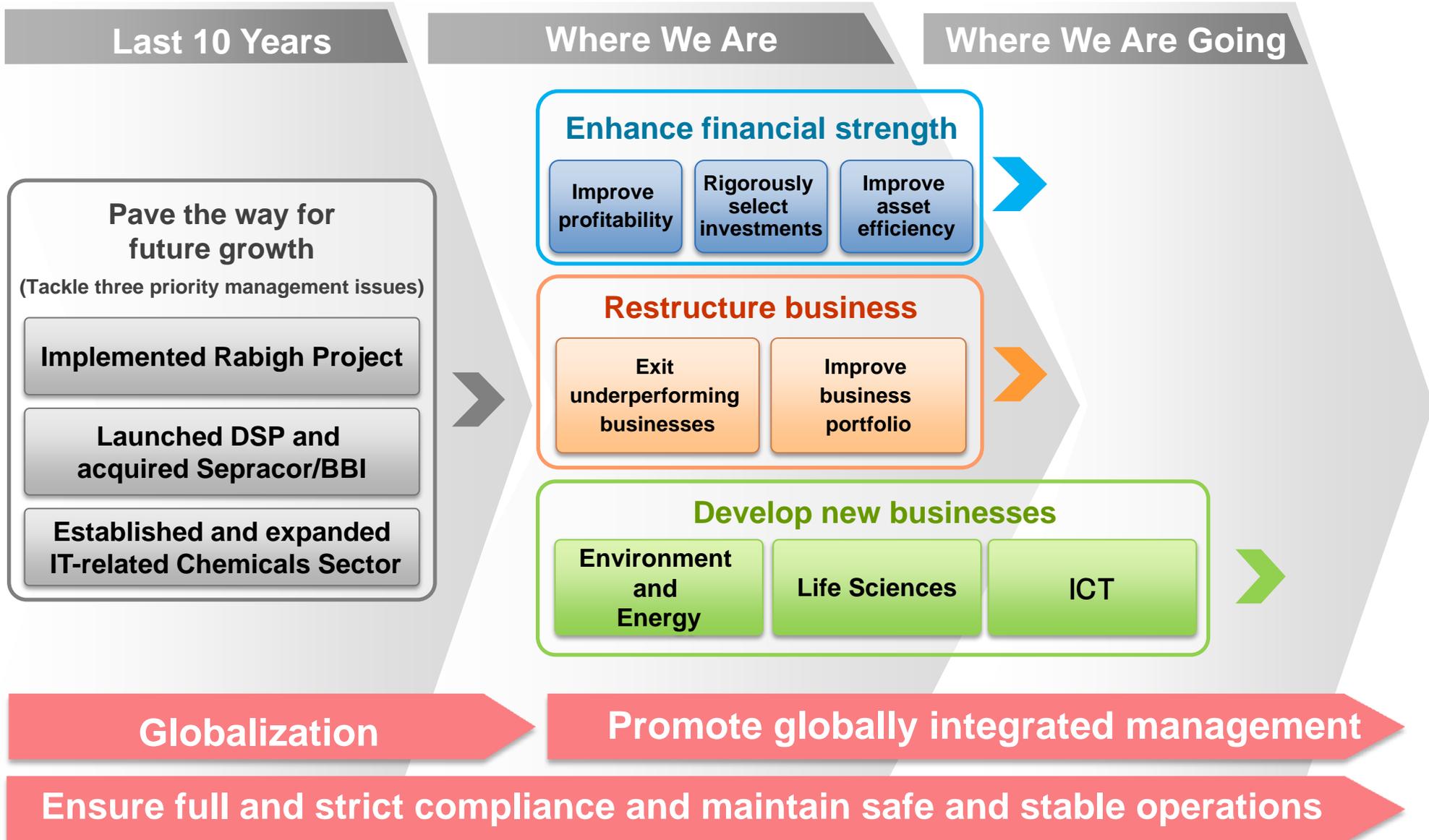
# Framework for Next Corporate Business Plan



# Priority Management Issues and Business Strategy Since the Beginning of the Century



# Where We Have Been Heading



# Progress on Corporate Business Plan: Enhance Financial Strength

Change and Innovation

(Billions of yen)

	FY2010-FY2012	FY2013-FY2015 (Target)	FY2013-FY2015 (Forecast)	FY2015 (Forecast)
Cash flows from operating activities	472.3	Around 540.0	715.2	260.0
Cash flows From investing activities	-445.7	Below -400.0 <sup>*1</sup>	-301.8	-110.0
Free cash flows	26.6	Over 200.0 <sup>*2</sup>	413.4	150.0

(Note) \*1: Including investment of 100 billion yen in Rabigh Phase II Project

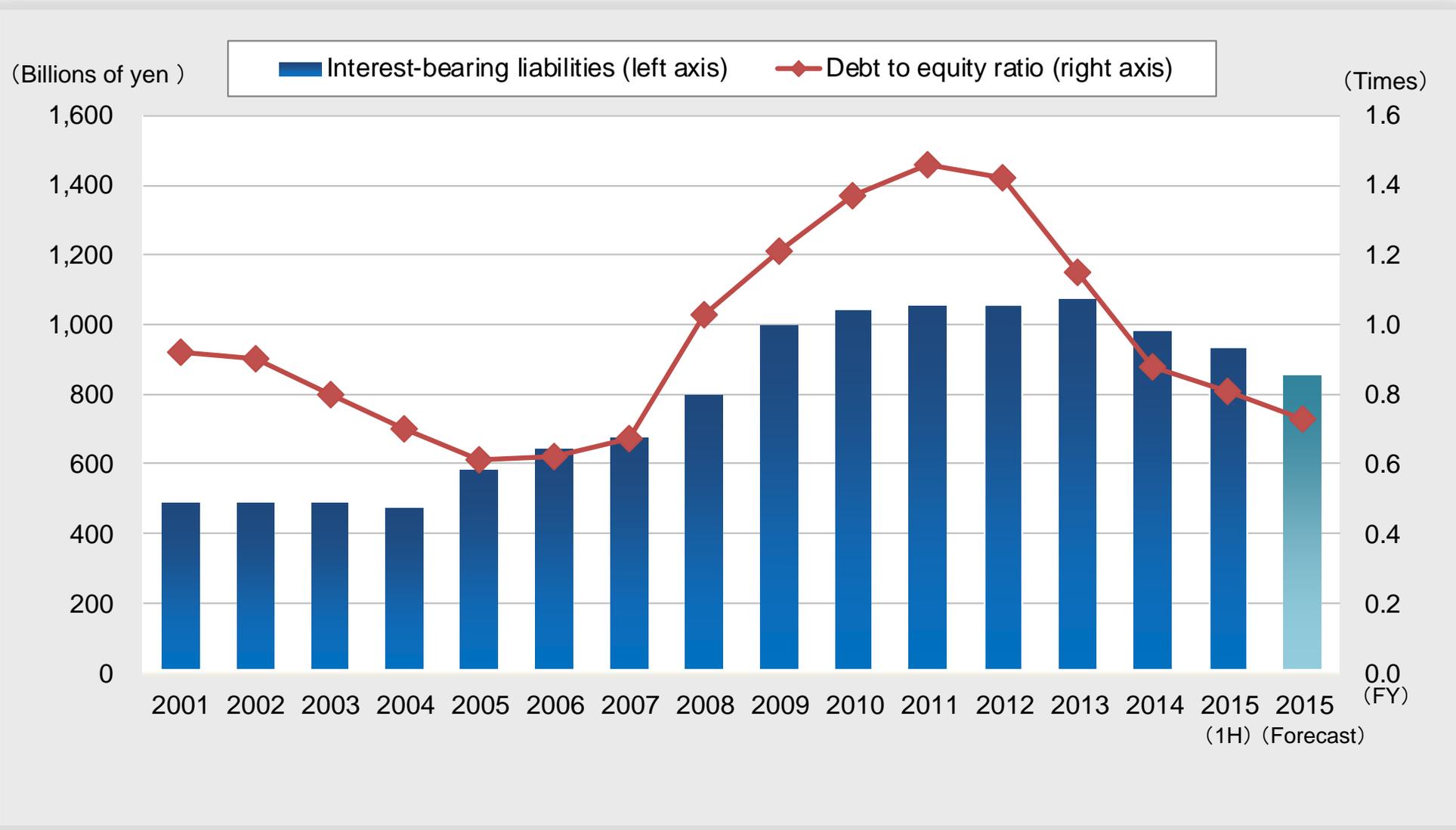
\*2: Including decreases in cash and cash equivalents

(Billions of yen)

	End of FY2012	End of FY2015 (Target)	End of FY2015 (Forecast)	End of FY2015.1H
Interest-bearing liabilities	1,060.6	Below 900.0 <sup>*1</sup>	850.0	938.9

(Note) \*1: After spending 100 billion yen for investment in Rabigh Phase II Project

# Progress on Corporate Business Plan: Enhance Financial Strength



## Specialty chemicals business



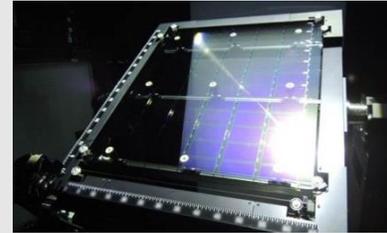
### Progress

- Expanded production capacity for touchscreen panels and enhanced the product line
- Increased overseas sales of crop protection chemicals
- Increased LATUDA sales



## Improving business portfolio

### Enhanced touchscreen panel product line

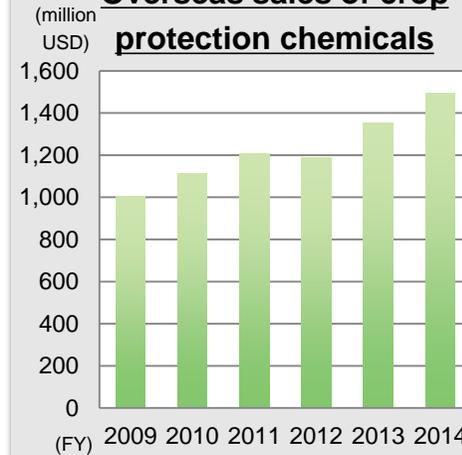


Glass-type touchscreen panel

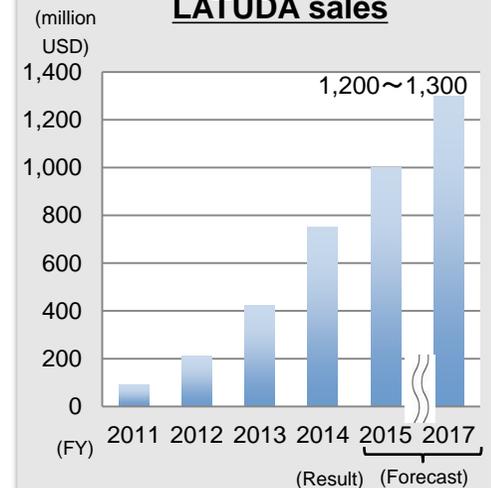


Film-type touchscreen panel

### Overseas sales of crop protection chemicals



### LATUDA sales



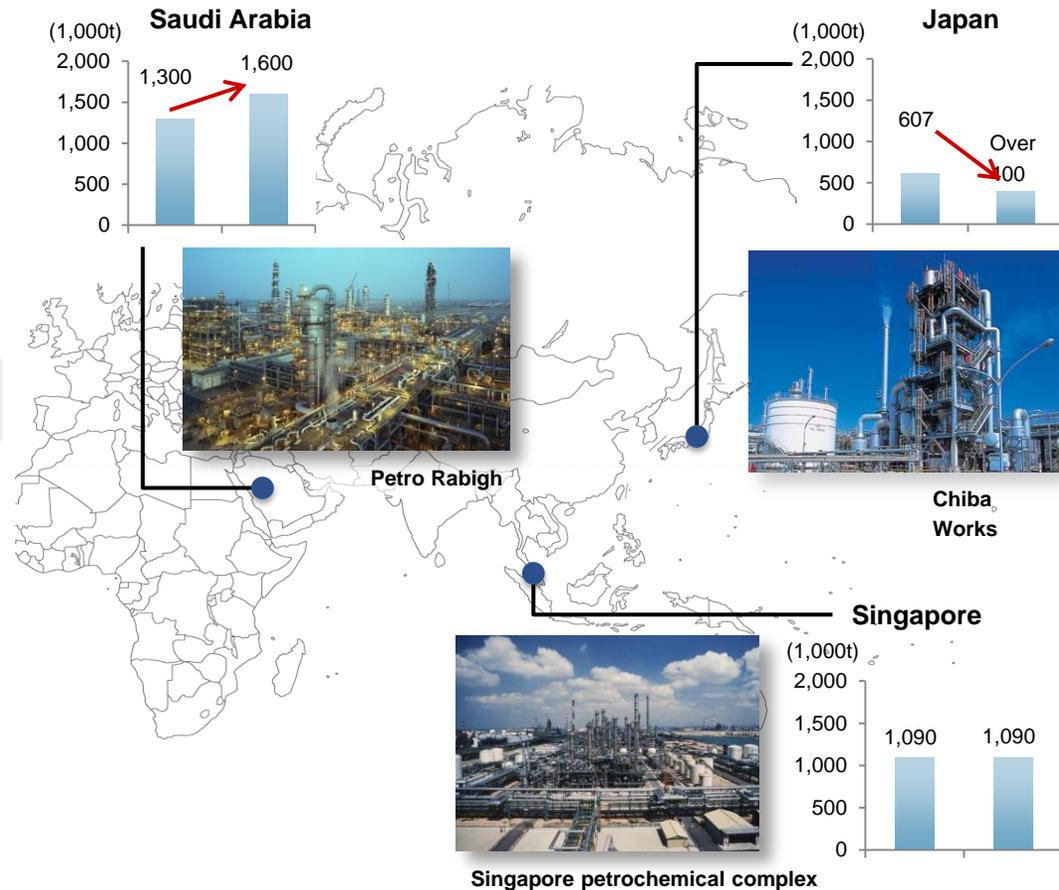
## Bulk chemicals business



### Progress

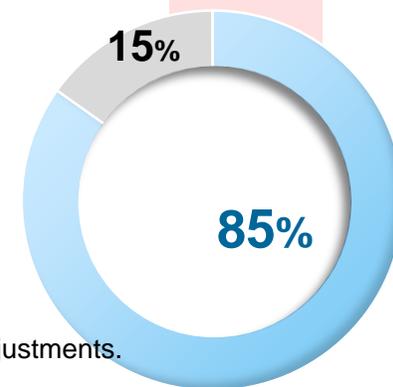
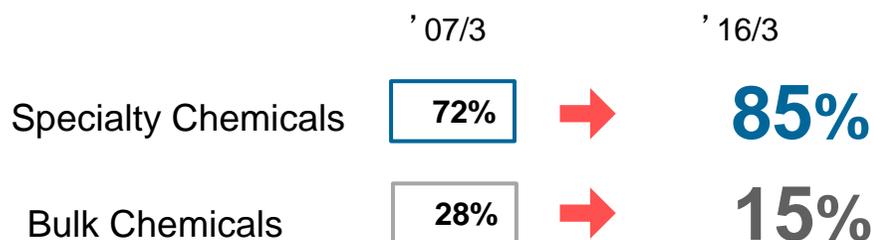
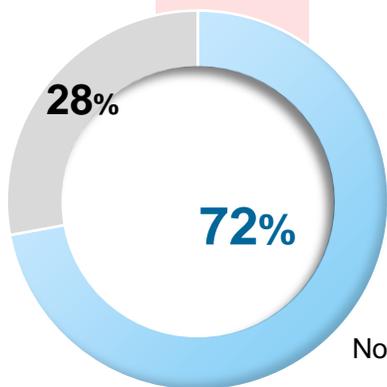
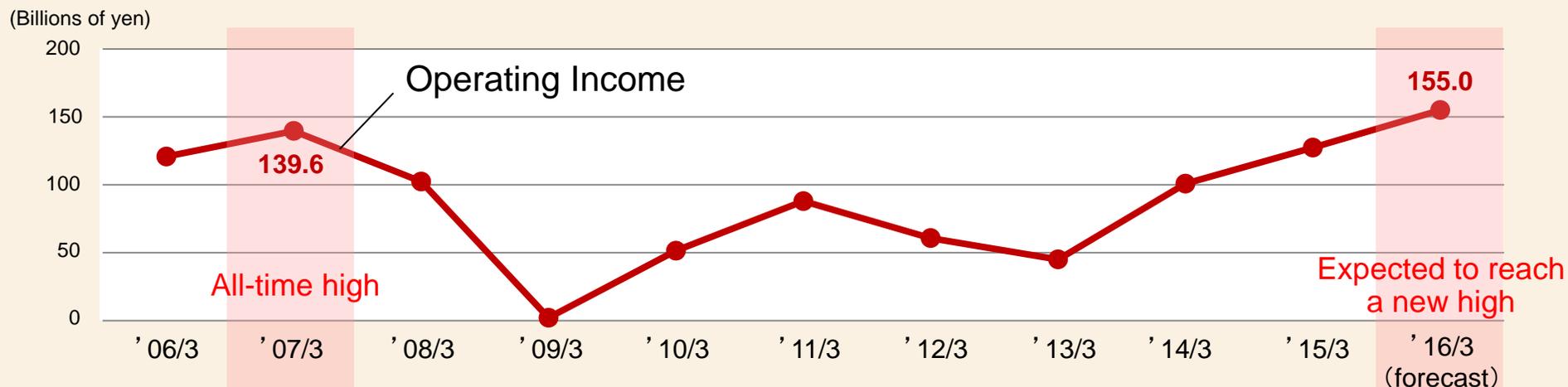
- Closed down ethylene plant and PO/SM plant at Chiba
- Closed down liquid-phase process caprolactam plant
- Making progress on Rabigh Phase II Project

## Optimize Global Petrochemical Operations (Ethylene production capacity by area)



**Improving business portfolio**

## Change in operating income and its composition



Note: The composition of operating income excludes the "Others" segment and adjustments.

**Significant increase in profitability of specialty chemicals**

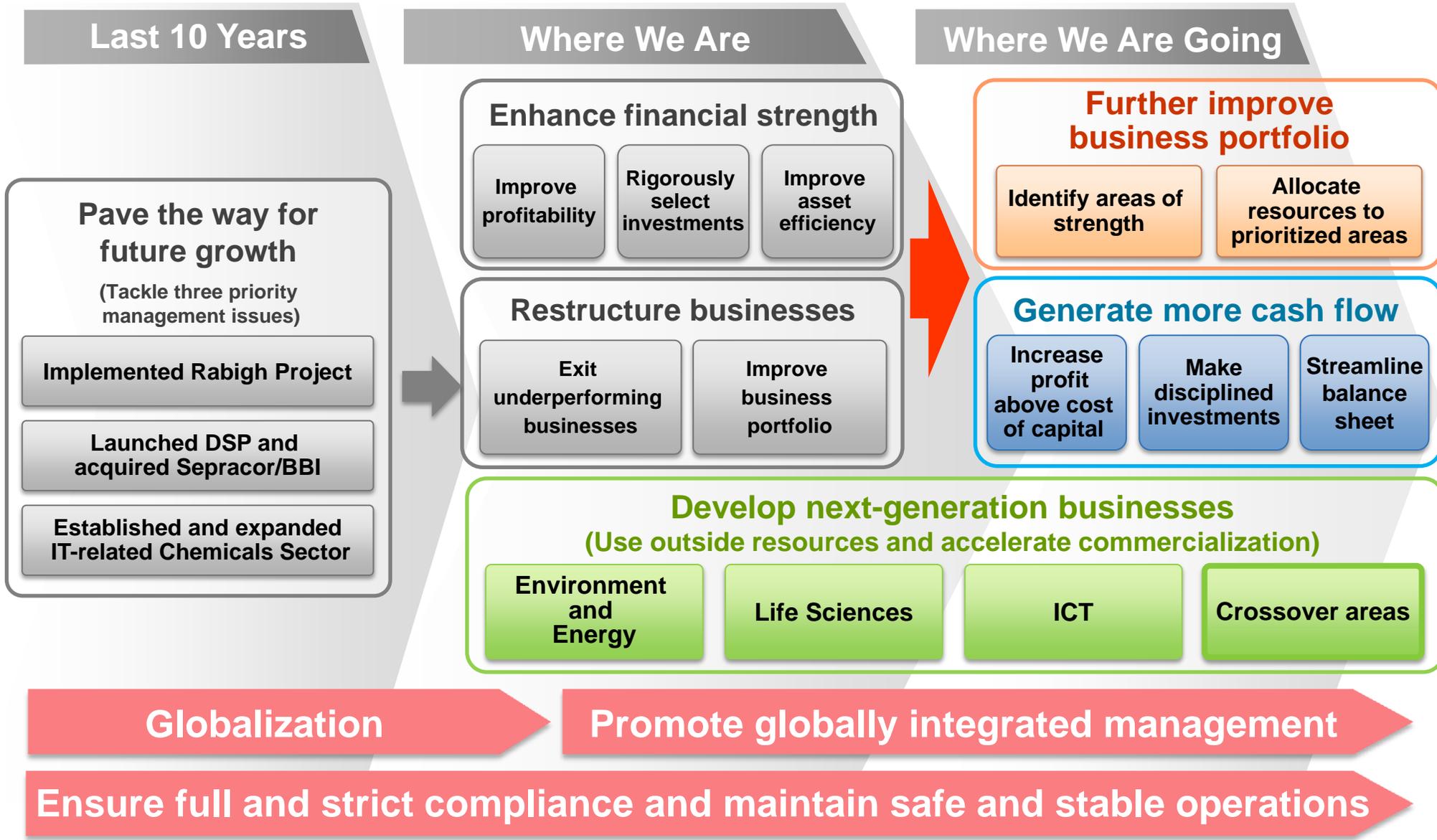
# Progress on Corporate Business Plan: Develop Next-Generation Businesses

Change and Innovation

Launch	2011	2015	2020-
Environment and Energy	<ul style="list-style-type: none"> <li>✓ Silicon solar cells (HEVA, electrode paste, etc.)</li> <li>✓ Lithium-ion secondary batteries (separators)</li> <li>✓ LED lighting applications (sapphire substrates and alumina, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>✓ PLED lighting</li> <li>Power semiconductors (epitaxial wafers)</li> <li>✓ High heat-resistant and high thermal-conductive resin</li> <li>✓ Diesel particulate filters</li> <li>✓ CO<sub>2</sub> separation</li> </ul>	<ul style="list-style-type: none"> <li>Organic thin-film photovoltaics</li> <li>Next-generation secondary batteries</li> </ul>
		<ul style="list-style-type: none"> <li>✓ Next-generation polarizing films</li> <li>✓ Encapsulation materials for optical use</li> <li>✓ Flexible display materials and components</li> </ul>	<ul style="list-style-type: none"> <li>PLED (light emitting materials)</li> <li>Organic semiconductors</li> </ul>
Life Sciences	<ul style="list-style-type: none"> <li>✓ Drug for schizophrenia (LATUDA)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Safety evaluation and drug discovery using ES and iPS cells</li> </ul>	<ul style="list-style-type: none"> <li>Anticancer drugs targeting cancer stem cells</li> <li>Crop stress management</li> <li>Cell therapy</li> <li>Regenerative medicine</li> </ul>

✓ Commercialized/ready to be commercialized

# Framework for Next Corporate Business Plan



## Identify strengths and distinctive competitive advantages

### Areas for aggressive investment and expansion

- Where we have **technological advantages**
- Where we have market access advantages

• Focus resources on these areas (including M&A)

**Expand businesses that constantly yield profit above the cost of capital**

### Areas for efficiency improvement

- Where it is difficult to achieve technological differentiation
- Where demand significantly fluctuates

• Enhance cost competitiveness and pursue asset efficiency

**Achieve profit above the cost of capital  
Maximize return on investment**

**Further improve business portfolio**

## Enhance financial strength

Improve  
profitability

Rigorously  
select  
investments

Improve  
asset  
efficiency

## Generate more cash flow

**Increase profit above  
the cost of capital**

- Strengthen competitiveness
- Reduce costs

**Make active and  
disciplined investment**

- Identify areas for aggressive expansion
- Identify investment risks

**Streamline  
balance sheet**

- Continuously improve cash conversion cycle
- Sell non-operating, non-strategic assets

**Build stronger earnings power to constantly generate a high level of cash flow, so that we can take advantage of large-scale investment opportunities when they arise**

## Life Sciences

- Crop protection chemicals
- Biorational crop protection products
- Post-harvest
- Regenerative and cell therapy medicines
- Anti-cancer stem cell drugs
- SPECT and PET diagnostic agents
- Healthcare materials

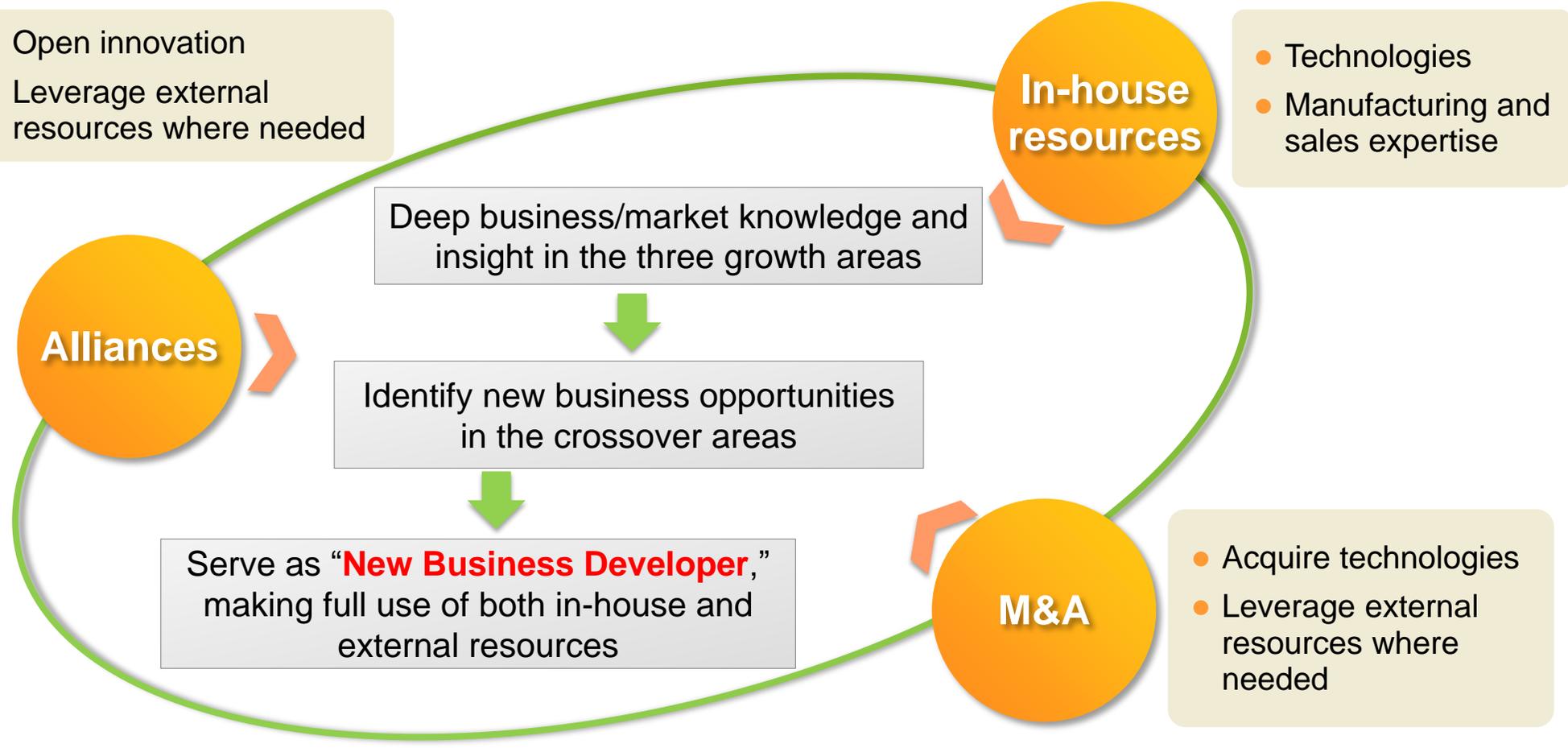
## ICT

- Display materials
- Flexible display materials
- Semiconductor process materials
- Polymer OLED
- Compound semiconductors (for power amp and others)

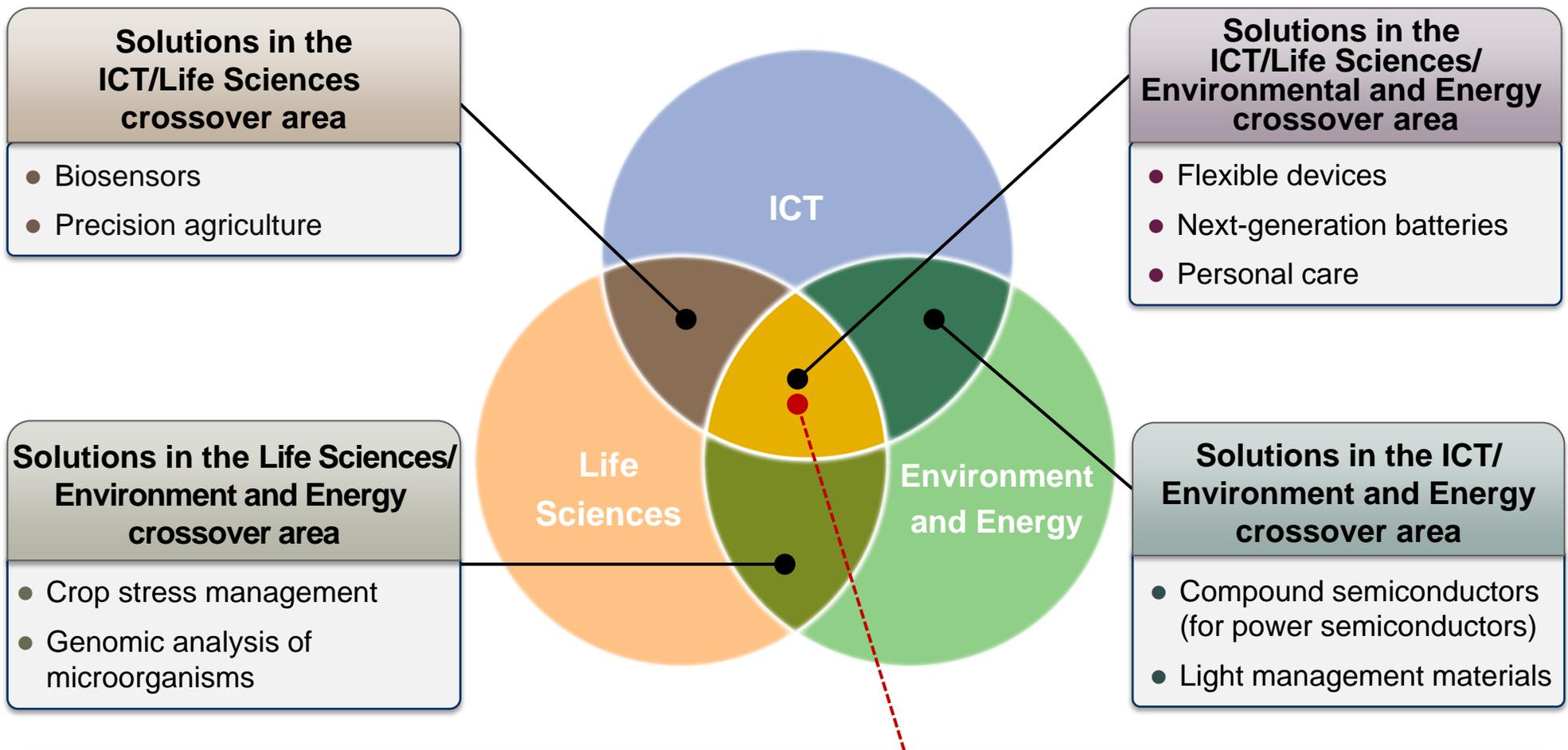
## Environment and Energy

- Energy carrier
- CO2 separation materials
- Polymer OLED light
- Secondary battery parts and materials
- Organic thin-film photovoltaics

Provide various solutions in areas with strong growth potential



**Accelerate the commercialization of new solutions in the crossover areas**



**Solutions in the ICT/Life Sciences crossover area**

- Biosensors
- Precision agriculture

**Solutions in the ICT/Life Sciences/Environment and Energy crossover area**

- Flexible devices
- Next-generation batteries
- Personal care

**Solutions in the Life Sciences/Environment and Energy crossover area**

- Crop stress management
- Genomic analysis of microorganisms

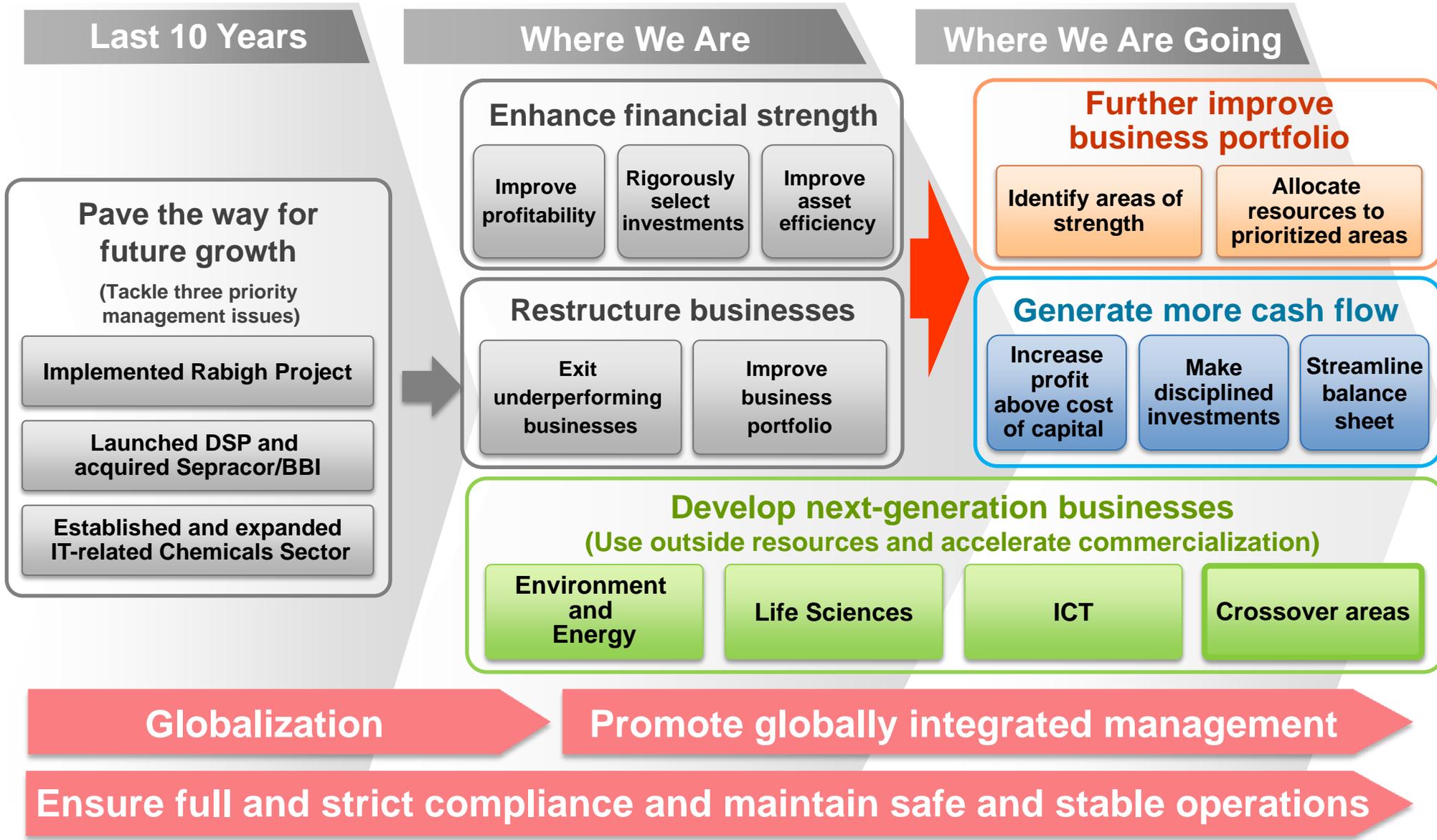
**Solutions in the ICT/Environment and Energy crossover area**

- Compound semiconductors (for power semiconductors)
- Light management materials

**Next-Generation Core Technologies**

- Printed electronics technology
- Organic-inorganic hybrid technology
- Stem cells and genome technologies

# Framework for Next Corporate Business Plan

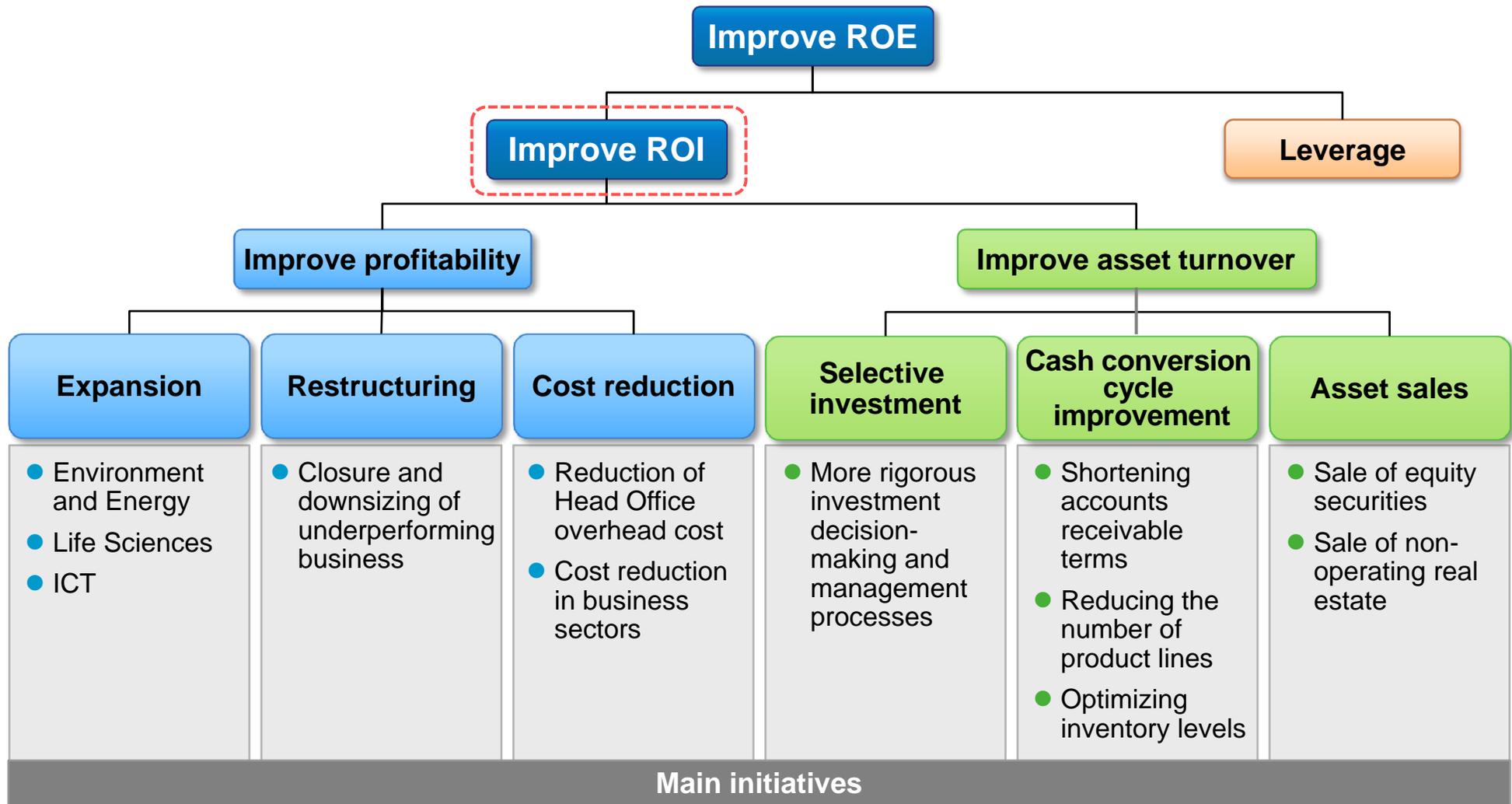


## Medium- to long-term targets

	Targets
ROE	10%
ROI	7%
D/E ratio	0.7 times
Dividend payout ratio	30%
Profit growth	7% per year

**Become a more resilient Sumitomo Chemical that continues to grow**

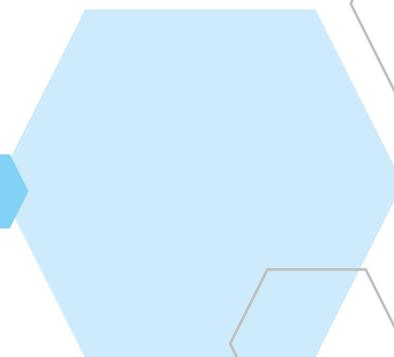
## Initiatives for improving ROI and ROE



Main initiatives

# Progress on Major Projects

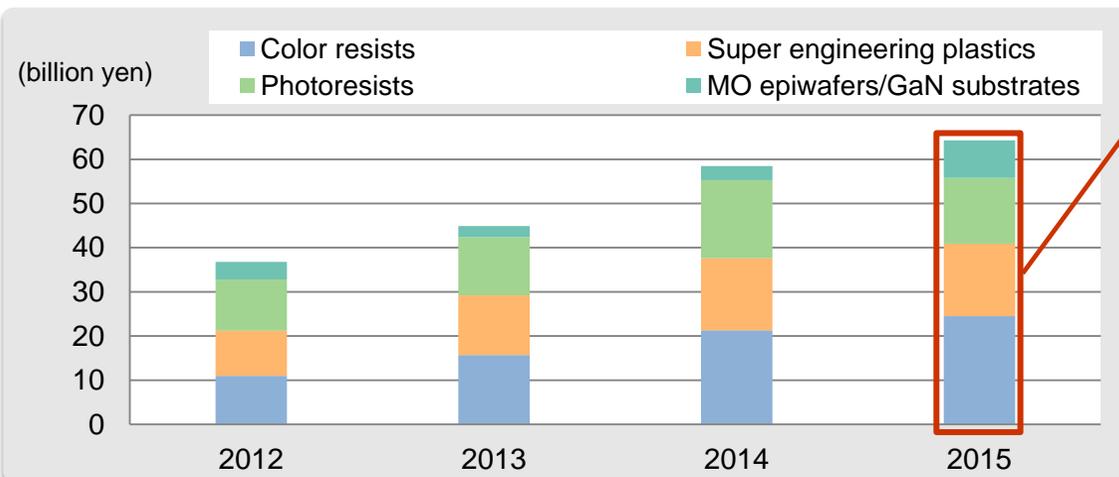
- **ICT**
- **Life Sciences**
- **Environment and Energy**
- **Bulk Chemicals**



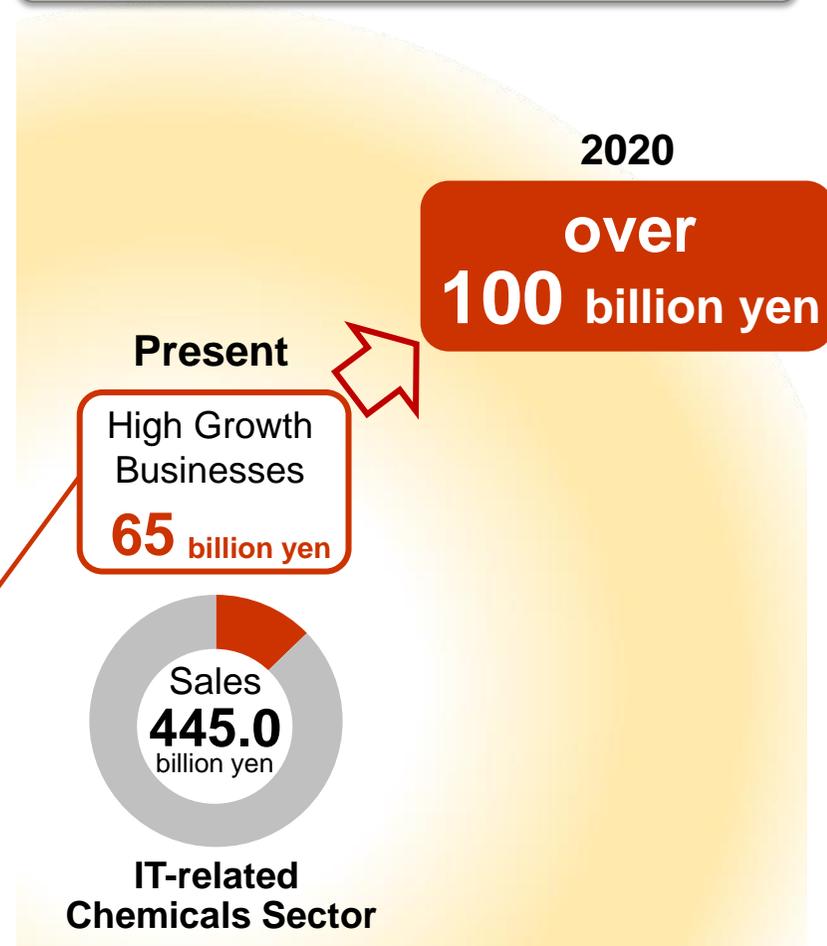
## Product portfolio

Flat panel display materials	Electronic parts and materials	Semiconductor materials	Battery materials
<b>LCD/OLED</b> <ul style="list-style-type: none"> <li>· Polarizing films</li> <li>· Touchscreen panels</li> <li>· Color filters</li> <li>· <b>Color resists</b></li> <li>· Process chemicals</li> </ul>	<b>Super engineering plastics</b> <ul style="list-style-type: none"> <li>· LCP</li> <li>· PES</li> </ul>	<b>Semiconductor materials</b> <ul style="list-style-type: none"> <li>· Photoresists</li> <li>· Aluminum target</li> <li>· Chemicals</li> </ul> <b>Compound semiconductors</b> <ul style="list-style-type: none"> <li>· MO epiwafers</li> <li>· GaN substrates</li> </ul>	<b>Lithium-ion secondary battery materials</b> <ul style="list-style-type: none"> <li>· Separators</li> </ul>

High grow businesses: ■ ■ ■ ■



## Scale of High Growth Businesses



## Color resists

### Advantages and features

- Differentiate color property with new dyes and pigment hybrid resists
- Set up development bases in the vicinity of global customers



### Future strategy

- Brighter, clearer color reproduction with dye resists
- Strengthen operations in the growing Chinese market

## Super engineering plastics

### Advantages and features

- Product development for aircraft composite materials and automotive use

### Future strategy

- Expand business in automotive field, including use for body structures



Become a global leader by leveraging proprietary technologies

## Photoresists

### Advantages and features

- High-resolution ArF immersion resists



### Future strategy

- Develop and expand sales of ArF immersion photoresists for 1xnm-5nm generation
- Expand the business of i-line photoresists for thick film
- Study the feasibility of mass production of post-ArF photoresists

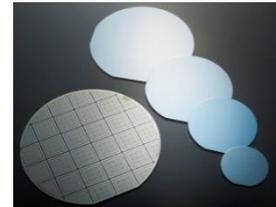
## MO Epiwafers and GaN substrates

### Advantages and features

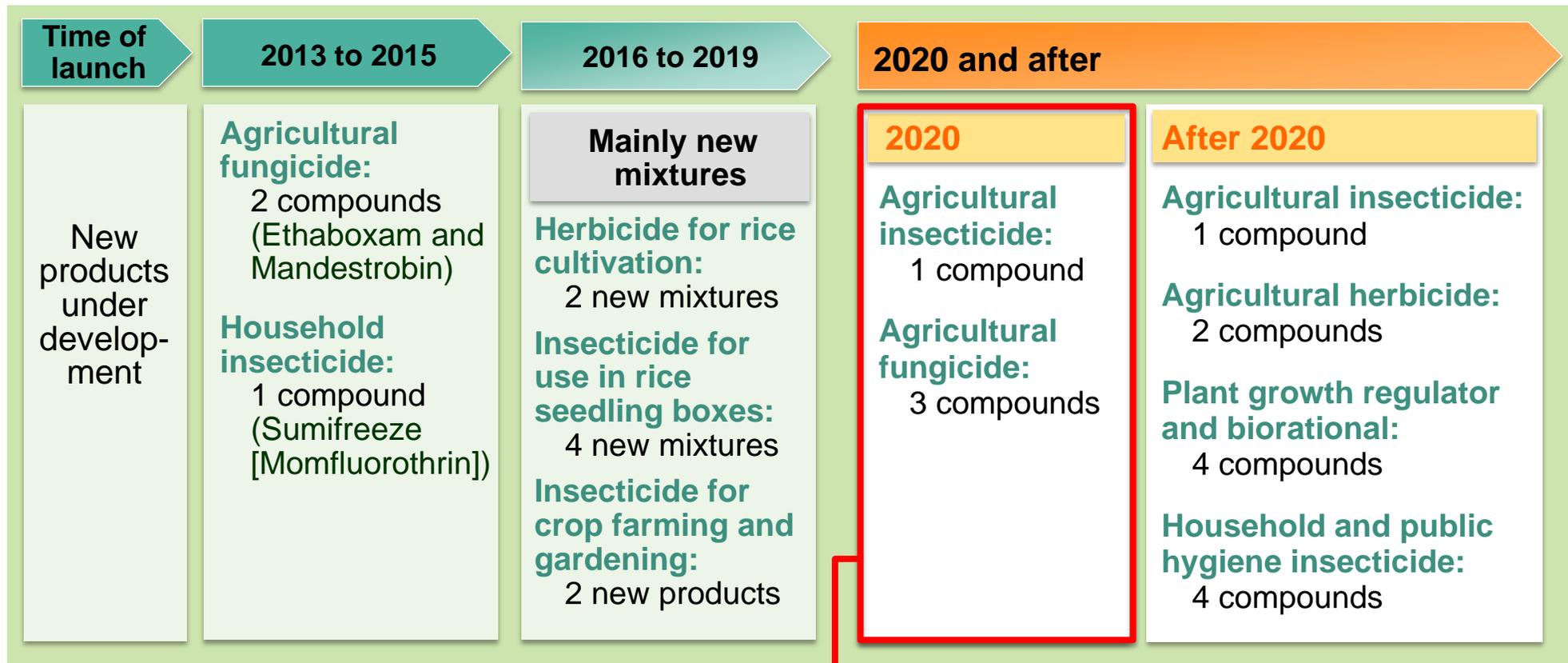
- Compound semiconductor lineup (GaAs, GaN)
- High quality GaN substrates

### Future strategy

- Accelerate commercialization of GaN-on-Si products to meet rising demand for power devices
- Further improve productivity and quality for GaN substrates



Continuing high growth expected

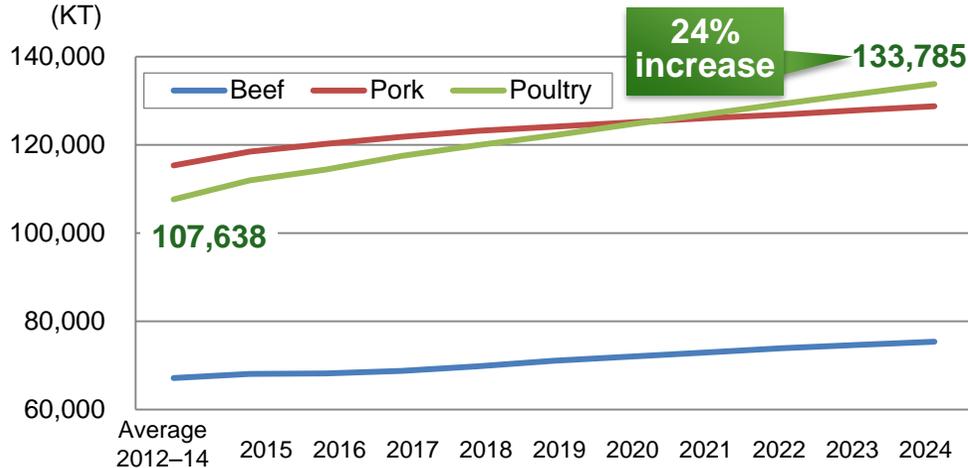


## Expected to grow into blockbusters

- Working to shorten the development period by up to one year
- Future consolidated sales of the 2020 active ingredients and formulations estimated at **over 100 billion yen**

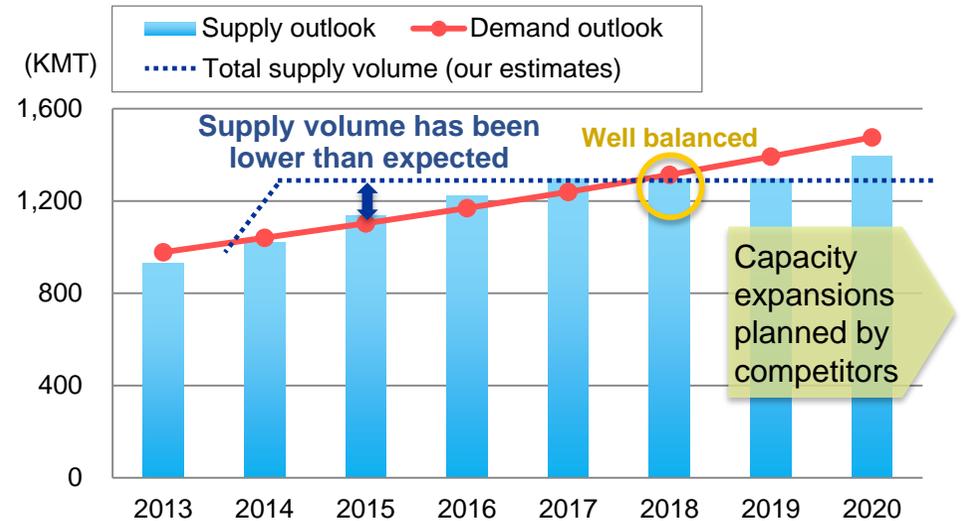
## Meat production forecasts

Production volume of pork and poultry meat is steadily increasing, with poultry leading the growth



Source: OECD-FAO Agricultural Outlook 2015

## Methionine demand-supply balance (to 2020)



## Growth rate of methionine demand to exceed 6%

### Features and strengths of our methionine

- Integrated production, from intermediates through finished product
- High cost competitiveness
- Available in both powder and liquid forms



Safe & stable operations; low cost; powder & liquid

## Supply shortfall anticipated in 2018 and after

### Future business strategy

- Optimize volume allocation and step up cost rationalization efforts
- Increase production capacity by 10% in 2016 by debottlenecking
- Consider further business expansion—aim for global share of 20%

Strengthen its position as a global player

## Objectives of rice business

- Solve the problems facing the agricultural sector in Japan
- Consolidate our Total Solution Provider business
- Develop high-yield, tasty rice varieties

Help strengthen Japan's agricultural sector

## Development of new varieties

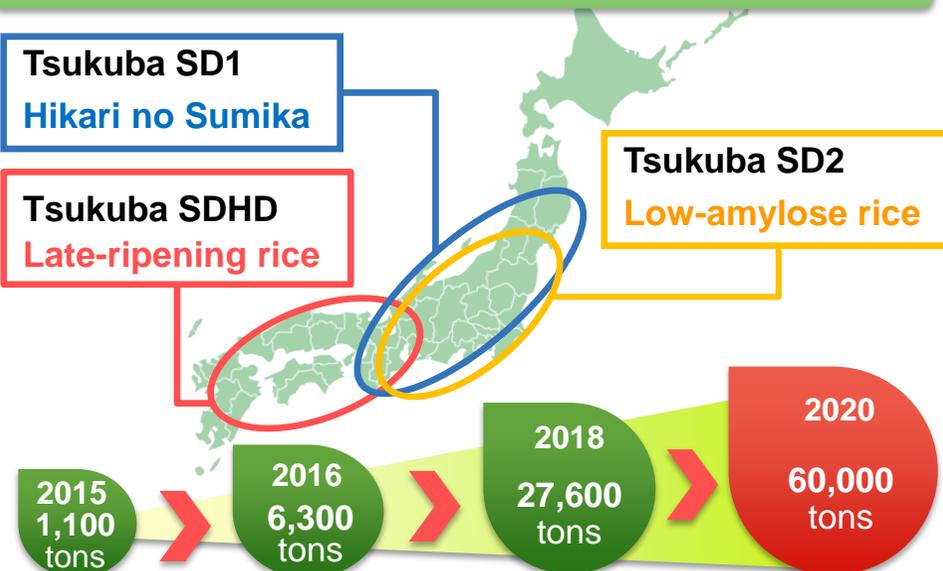
- 3 varieties registered and 2 varieties applied for registration
- To develop more varieties to expand the rice business nationwide and to meet various customer needs for rice properties



**Current: Focusing on sales to large-scale rice businesses**

**Future: Expand sales to a wider range of customers, including consumers and sake manufacturers, and also increase export sales**

## Three varieties currently cultivated



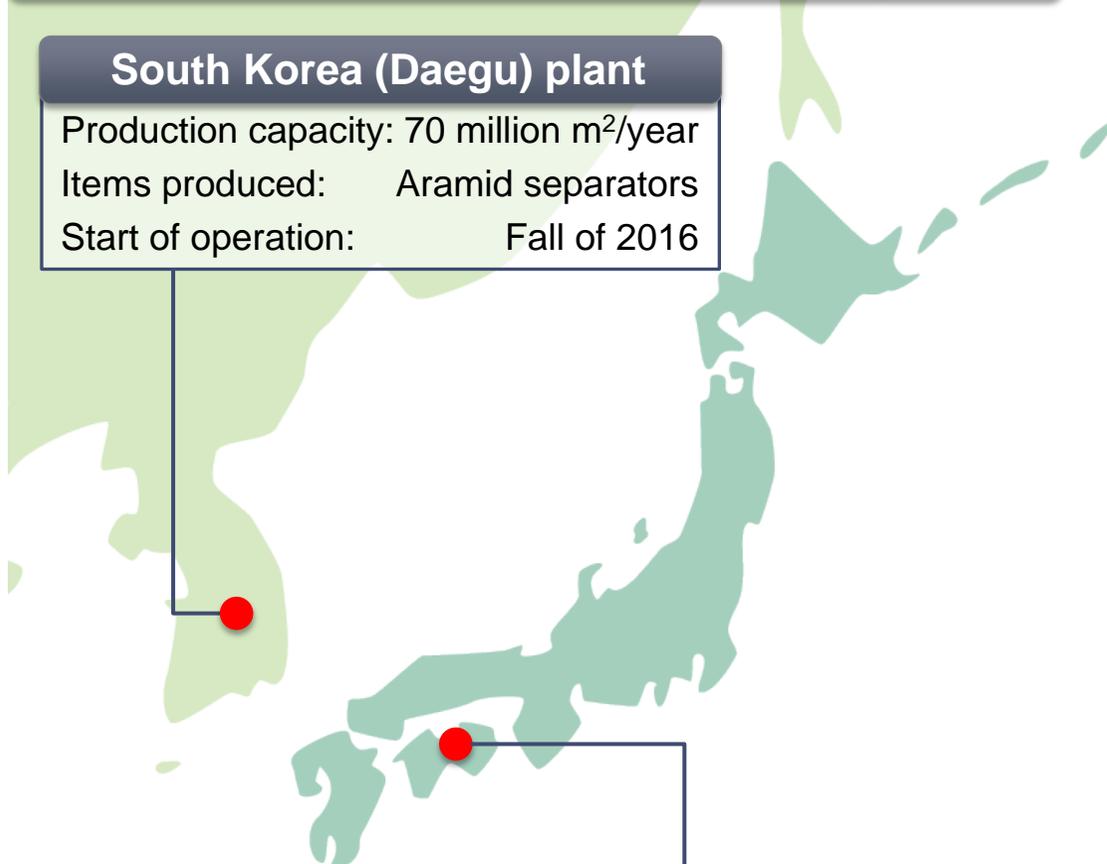
## Prospective customers

	Prospective customers	Under negotiation
SD1 (Hikari no Sumika)	Major restaurant chain (franchises) Major noodle-shop chain Major delicatessen company Major <i>bento</i> (boxed meals) supplier	Major family restaurants (2 chains)
SD2 (low-amylose)	Major convenience store chain	

## Separator production facilities

### South Korea (Daegu) plant

Production capacity: 70 million m<sup>2</sup>/year  
Items produced: Aramid separators  
Start of operation: Fall of 2016

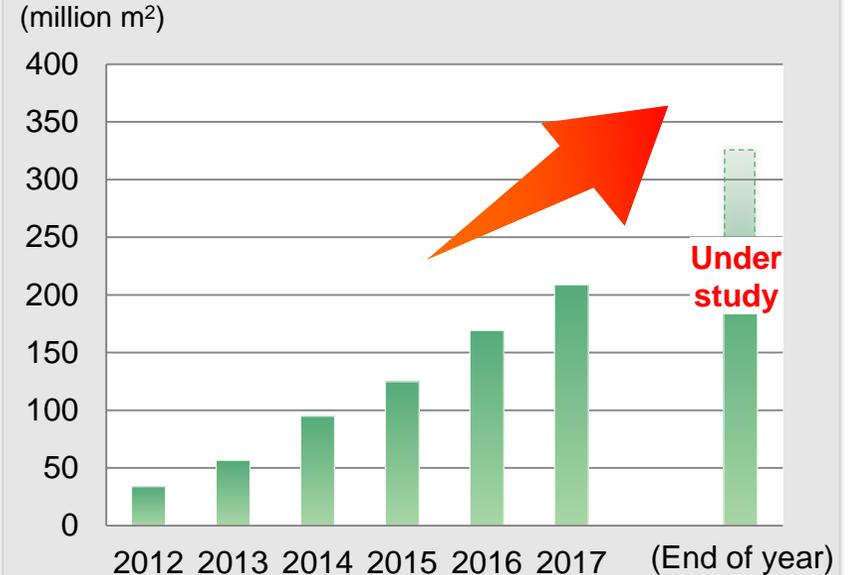


### Ehime Works (Oe)

Production capacity: 140 million m<sup>2</sup>/year  
Items produced: Aramid separators, etc.

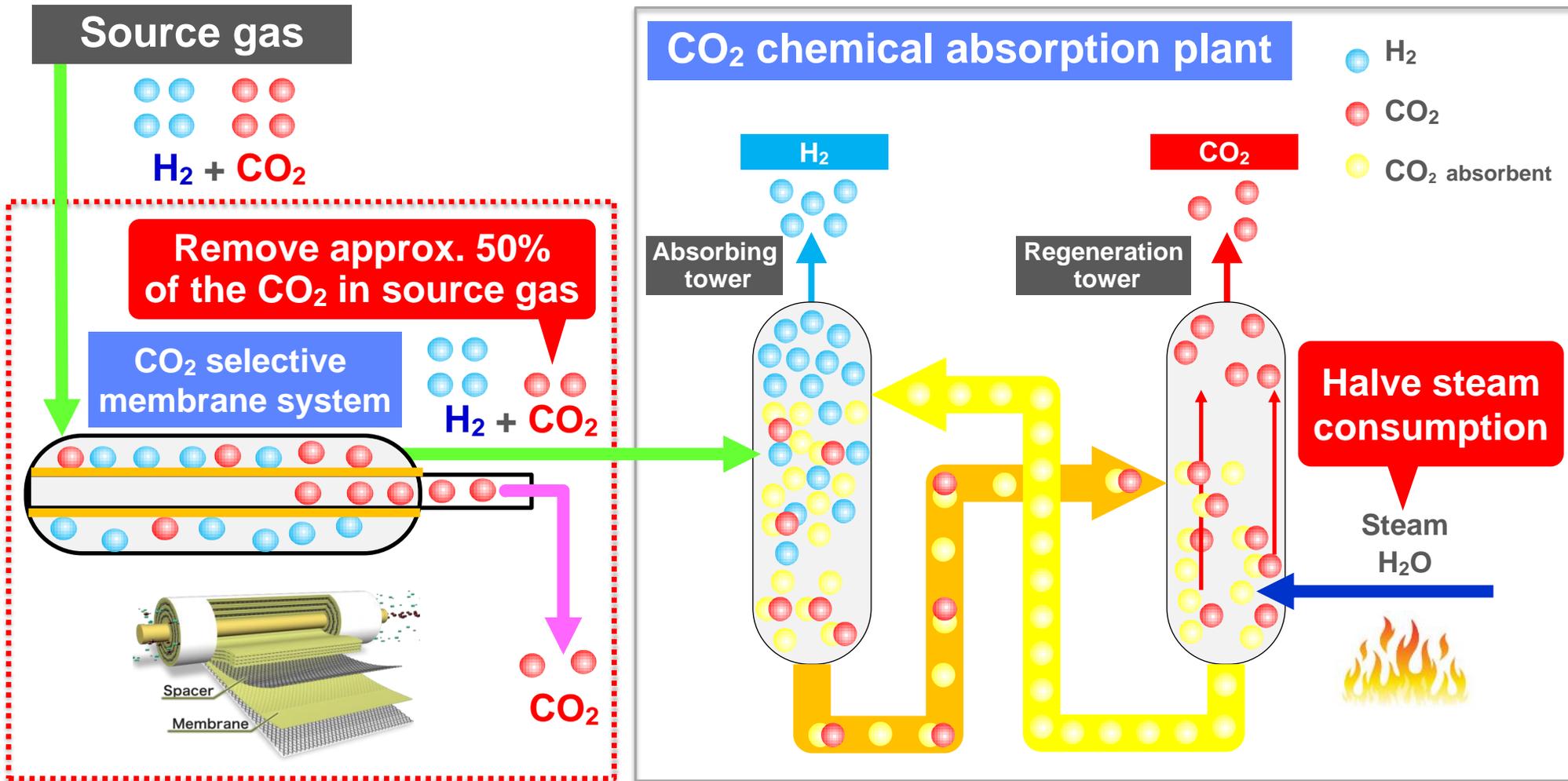


### Separator production capacity



# Environment and Energy: CO<sub>2</sub> Separation Membrane

The CO<sub>2</sub> selective membrane system, installed upstream of CO<sub>2</sub> chemical absorption plant, removes approx. 50% of the CO<sub>2</sub> contained in the source gas, **reducing the steam cost** incurred in the absorption plant



## CO<sub>2</sub> Separation Market (CY2030 Forecast)

**Hydrogen production**  
(refinery and chemical plants)  
Market :520 million tons



**Natural gas**  
Market :600 million tons



**Coal gasification combined  
power generation**  
Market :500 million tons



**Market Size**  
**2.6 billion tons**



**Hydrogen station**  
Market : unknown



**Coal to liquid**  
Market :200 million tons

**Power generation and  
iron manufacture**  
(CCS/EOR)  
Market: 500 and 300 million tons

-  : Separation of H<sub>2</sub> and CO<sub>2</sub>
-  : Separation of CH<sub>4</sub> and CO<sub>2</sub>
-  : Separation of N<sub>2</sub> and CO<sub>2</sub>

## Status of regular maintenance

- Started regular shutdown maintenance on October 11, 2015
- Planned maintenance period: 50 days

## Progress of Phase II Project

- Ethane cracker expansion to be completed first
- The facilities scheduled to come into operation in stages starting 2016

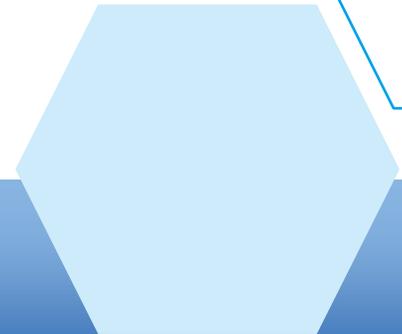
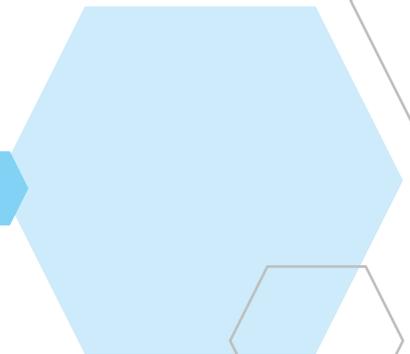


Petro Rabigh Phase I Project Olefin Plant

## Overview of construction cost and finance

Total construction cost	8.1 billion USD
Project financing	5.2 billion USD
Capital, etc.	2.9 billion USD

# Toward Sustained Growth



## Corporate Governance Code

- Comply with all general principles, principles, and supplementary principles

### Increased the number of outside directors

- Increased from one to three
- 40 percent of the directors, including corporate auditors, are now outside directors

### Established non-mandatory committees

- Set up a nomination committee and a remuneration committee (The majority of the committee members are outside directors.)

## Strengthening the governance system

### Strengthened the oversight functions of the Board of Directors

- Strengthened outside directors' monitoring and advisory functions
- Assess effectiveness of the Board through discussions at outside directors meetings and other means

**Further enhance the effectiveness of governance by making full use of this reinforced system**

## Shareholders

Corporate Governance Code

Dialog and engagement

Stewardship Code

## Sumitomo Chemical

### Business Philosophy

Commit ourselves to creating new value by building on innovation

Work to contribute to society through our business activities

Develop a vibrant corporate culture and continue to be a company that society can trust

### Business Strategy

Develop next-generation businesses

Further improve business portfolio

Generate more cash flow

Promote globally integrated management

Ensure full and strict compliance and maintain safe and stable operations

### Medium- to long-term targets

Constantly achieve the following targets:

ROE → 10%

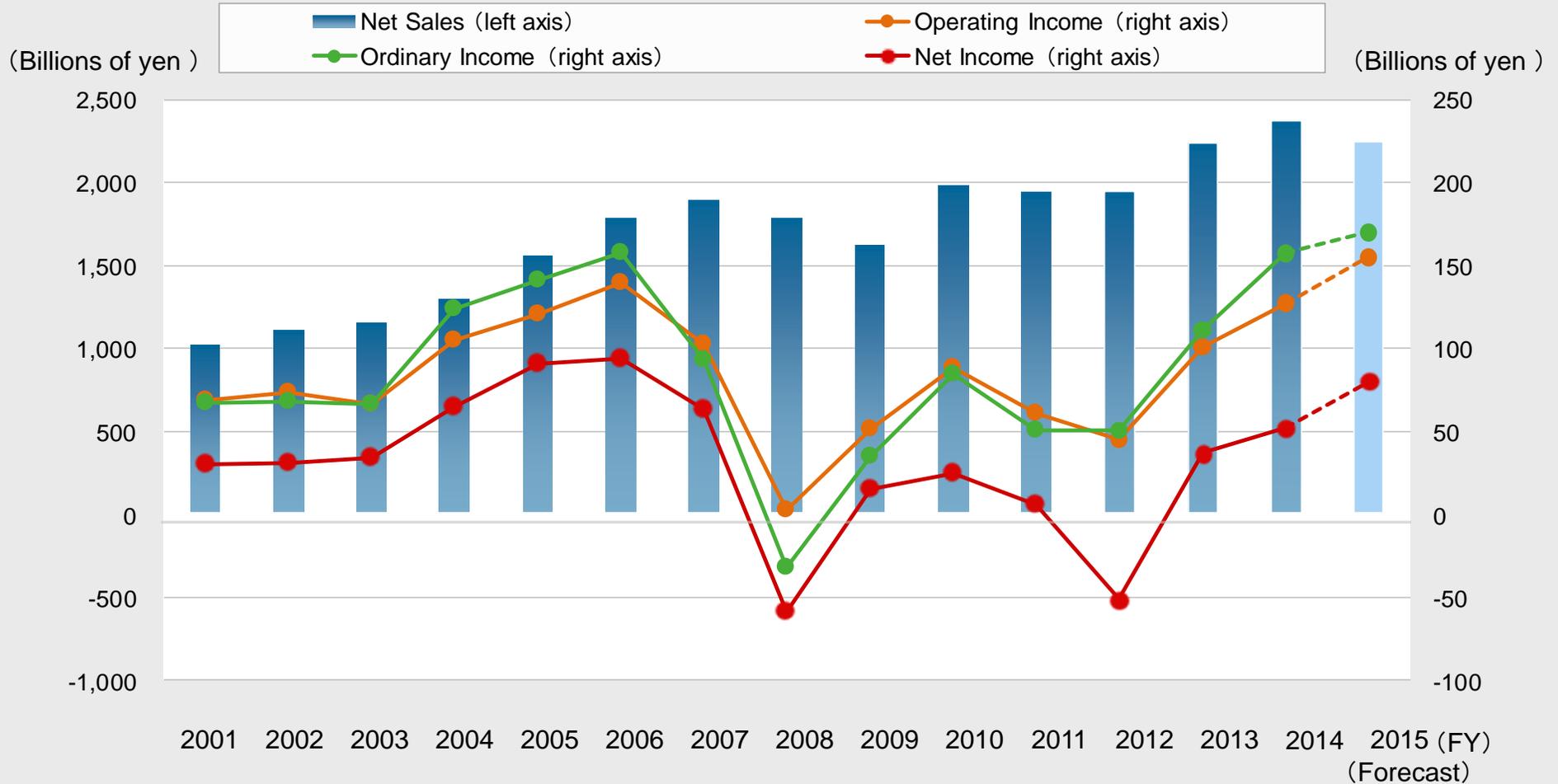
ROI → 7%

D/E ratio → 0.7 times

Dividend payout → 30%

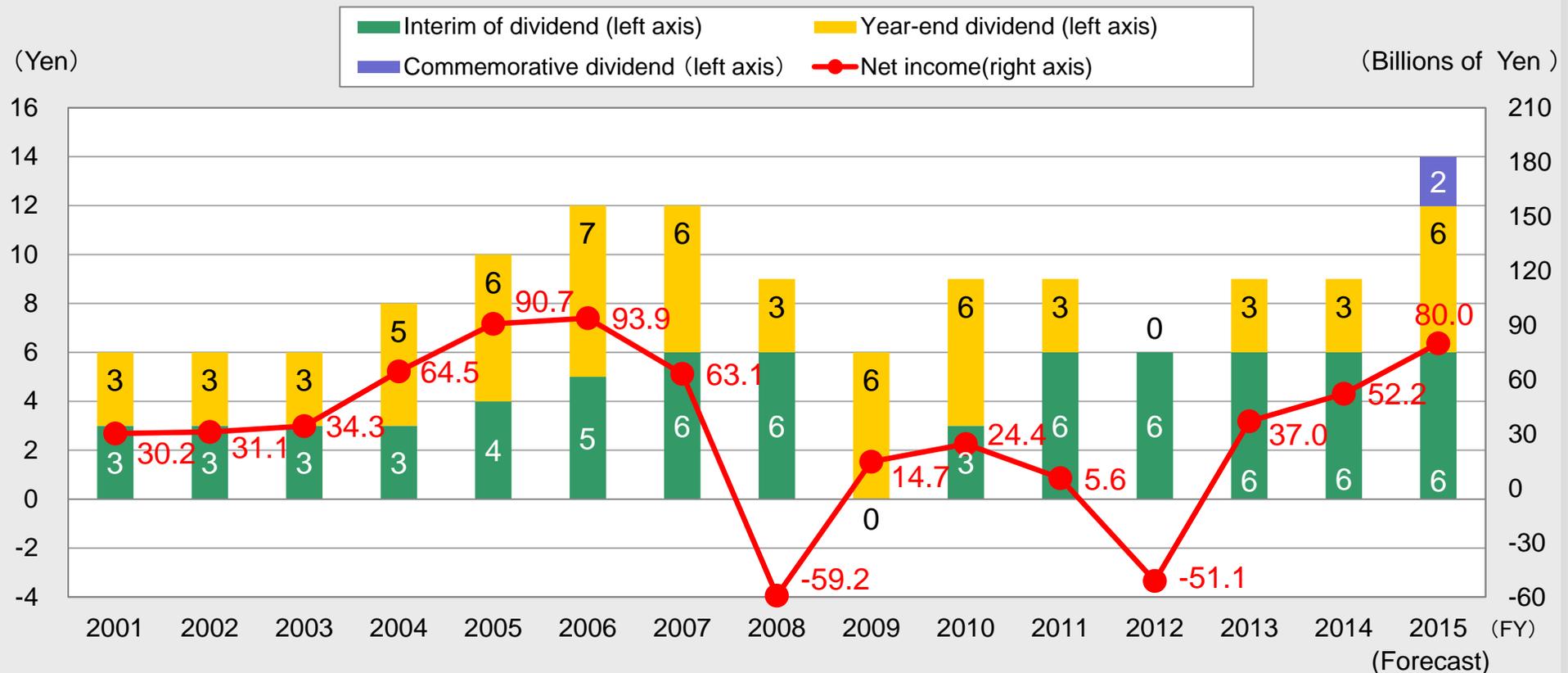
Profit growth → 7% per year

# Performance Targets



# 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.