# Current Management Priority Issues and Business Strategy



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Change and and nnovation

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  - (2) Enhance Financial Strength
  - (3) Develop Next-Generation Businesses
- 4. Shareholder Return

## Overview of Corporate Business Plan FY2013 - FY2015

## **Priority Management Issues & Business Strategy Since the Beginning of the Century**



Priority Issues Radically improve competitiveness of petrochemicals business

Gain critical mass in pharmaceuticals business to achieve strong growth

Develop new businesses with potential to become core businesses

Major Projects

## Implementation of Rabigh Project

(includes ¥100.0 bn investment in phase 2)

Approx. ¥266.0 bn (equity investment and lending)

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

Approx. **¥249.0** bn (increased shareholding and acquisition)

Establishment and expansion of IT-related Chemicals Sector

Approx. ¥440.0 bn (cumulative capital expenditures in 12 years since inception)

#### **Results:**

Sales Increase FY2000 vs. FY2012

## Petrochemicals & Plastics Sector

 $($275.5 \text{ bn} \Rightarrow $4693.9 \text{ bn})$ 

Approx. 1.7 times

#### Pharmaceuticals Sector

 $($156.7 \text{ bn} \Rightarrow $378.6 \text{ bn})$ 

Approx. 2.3 times

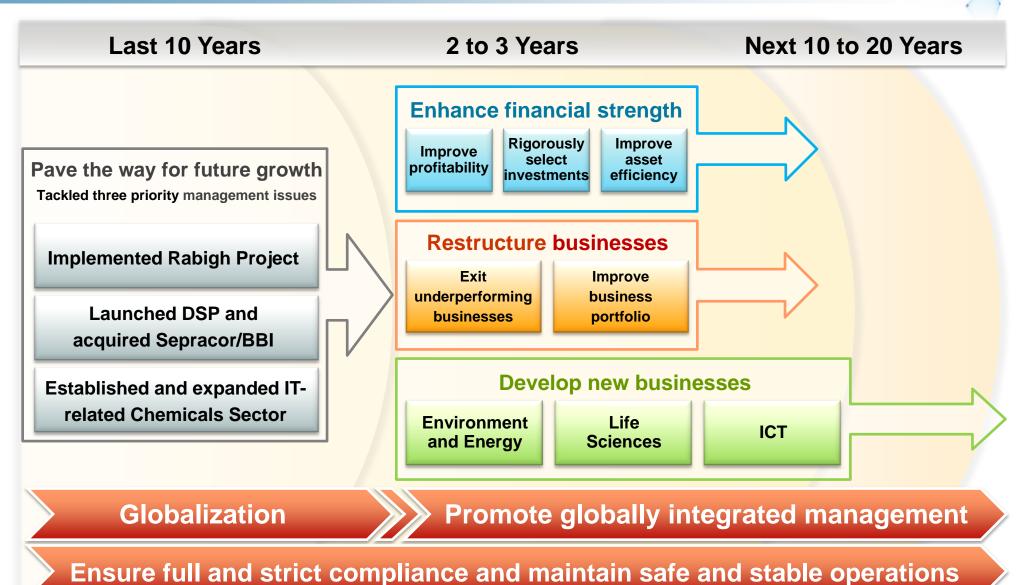
### IT-related Chemicals Sector

 $($460.2 \text{ bn} \Rightarrow $4300.0 \text{ bn})$ 

Approx. 5.0 times

#### Where We Have Been Heading





#### **Performance Targets**



Targets for FY2015			
Sales	¥2,400 Billion		
Operating Income	¥140 Billion		
Ordinary Income	¥150 Billion		
(Equity in Earnings of Affiliates)	¥25 Billion		
Net Income	¥90 Billion		
Interest-Bearing Liabilities	Below ¥900 Billion		
[Assumptions]			
Exchange Rate	¥80/\$US		
Naphtha Price	¥60,000/kl		

#### **Cash Flow Targets**



	FY2010 – FY2012 Corporate Business Plan	FY2013 – FY2015 Corporate Business Plan (Target)
Cash flows from operating activities	¥472.3 billion	¥540 billion
Cash flows from investing activities	- ¥445.7 billion	Below - ¥400 billion
Free cash flows	¥26.6 billion	*1 Over ¥200 billion

Note \*1: Includes decreases in cash and cash equivalents

	End of FY2012	End of FY2015 (Target)
Interest-bearing liabilities	¥1,060.6 billion	Below ¥900 billion

## Overview of FY2014 Performance and FY2015 Outlook

#### **FY2014 First Half Results**



(Billions of yen)

FY2013	3.1H
--------	------

1,050.8

46.3

-1.3

44.3

12.5

FY2014.1H

1,128.4

36.2

13.8

**52.8** 

22.6

Change

+77.6

-10.2

+15.1

+8.6

+10.1

#### **Naphtha Price**

**Net Income** 

**Operating Income** 

(Equity in Earnings of

**Ordinary Income** 

Sales

Affiliates)

**Exchange Rate** 

¥64,700/kl

¥98.86/\$

¥70,500/kl

¥103.01/\$

#### **Outlook for FY2014**



(Billions of yen)

Sales
Operating Income
(Equity in Earnings of Affiliates)
Ordinary Income
Net Income

FY2013
2,243.8
100.8
12.0
111.1
37.0

FY2014 (Forecast)
2,320.0
105.0
20.0
120.0
45.0
¥66.200/kl

Change
+76.2
+4.2
+8.0
+8.9
+8.0

Naphtha Price
Exchange Rate

¥67,300/kl ¥100.17/\$

¥104.00/\$

#### **Outlook for FY2014 : Operating Income by Sector**



	FY2013	FY2014 (Forecast)	Change
Specialty Chemicals	120.2	107.0	-13.2
IT-related Chemicals	34.9	35.0	+0.1
Health & Crop Sciences	38.2	46.0	+7.8
Pharmaceuticals	47.1	26.0	-21.1
Bulk Chemicals	-5.9	5.0	+10.9
Basic Chemicals	-10.9	-7.0	+3.9
Petrochemicals & Plastics	4.9	12.0	+7.1
Others	-13.4	-7.0	+6.4
Total	100.8	105.0	+4.2

## Operating Income by Business Segment: FY2014 1H/2H Comparison and Innovation

	1H	2H	Change	Contributing factors
Specialty Chemicals	41.3	65.7	+24.3	
IT-related Chemicals	14.5	20.5	+6.0	<ul><li>Improved demand and increased sales</li><li>Weaker yen</li></ul>
Health & Crop Sciences	11.4	34.6	+23.2	<ul><li>Seasonality (higher demand in 2H)</li><li>Weaker yen</li></ul>
Pharmaceuticals	15.4	10.6	-4.9	
Bulk Chemicals	0.6	4.4	+3.8	
Basic Chemicals	-3.9	-3.1	+0.8	<ul><li>One-time licensing revenue</li><li>Improved MMA margin</li></ul>
Petrochemicals & Plastics	4.5	7.5	+3.0	One-time licensing revenue
Others	-5.8	-1.2	+4.5	One-time service revenue
Total	36.2	68.8	+32.6	

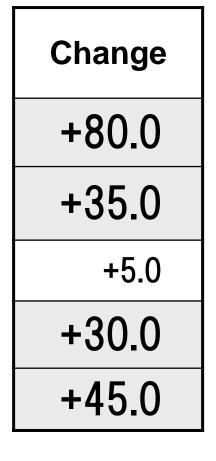
#### **Targets for FY2015**



Sales
Operating Income
(Equity in Earnings of Affiliates)
Ordinary Income
Net Income

FY2014 (Forecast)
2,320.0
105.0
20.0
120.0
45.0

FY2015 (Target)	
2,400.0	
140.0	
25.0	
150.0	
90.0	



Naphtha Price	
Exchange Rate	

¥66,200/kl	
¥104.00/\$	

¥60,000/kl
¥80.00/\$

#### **Targets for FY2015: Operating Income by Sector**

Change and Innovation

	FY2014 (Forecast)	FY2015 (Target)	Change	FY2015 outlook against target
Specialty Chemicals	107.0	114.0	+7.0	1
IT-related Chemicals	35.0	34.0	-1.0	1
Health & Crop Sciences	46.0	45.0	-1.0	1
Pharmaceuticals	26.0	35.0	+9.0	1
Bulk Chemicals	5.0	39.0	+34.0	•
Basic Chemicals	-7.0	15.0	+22.0	•
Petrochemicals & Plastics	12.0	24.0	+12.0	•
Others	-7.0	-13.0	-6.0	1
Total	105.0	140.0	+35.0	<b>→</b>
Equity in Earnings of Affiliates	20.0	25.0	+5.0	1

## **Progress on Corporate Business Plan**

## **Restructure Businesses**

Change

Innovation

**Expand** specialty chemicals business

bulk chemicals business





Improve business portfolio



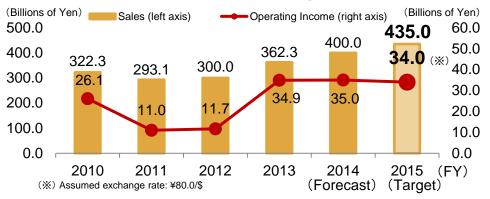
#### Features and advantages

- A wide range of display material product lines
- Swiftly meeting customer needs

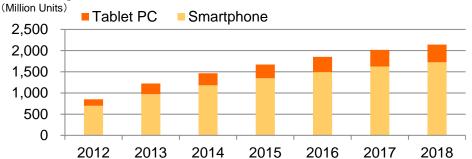
#### **Future growth drivers**

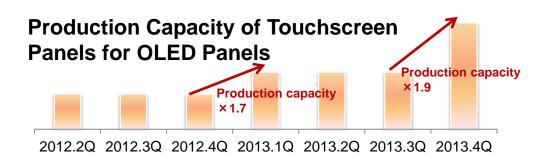
- Increase sales of polarizing films and touchscreen panels for small- to mediumsized displays
- Improve cost competitiveness of polarizing films for televisions
- Develop and launch materials and components for next-generation flexible panels
- Increase sales of Li-ion secondary battery separators

#### **Trends in Sales and Operating Income**



#### **Smartphone and Tablet PC Demand**





#### IT-related Chemicals Sector Progress and Next Steps



Business area	Progress	Next steps
Polarizing films	<ul> <li>Expanded small and medium-sized polarizing film production capacity</li> <li>Started mass production of next-generation coated polarizing films</li> <li>Expanded customer base and increased market share for polarizing films used in smartphones</li> <li>Promoted a new polarizing film replacing a protection film</li> </ul>	<ul> <li>Increase sales of next-generation polarizing films</li> <li>Increase market share for polarizing films used in tablet PCs</li> <li>Further increase sales of the new polarizing film replacing a protection film</li> <li>Develop and launch next-generation laminated type polarizing films</li> </ul>
Touchscreen panel	<ul> <li>✓ Increased on-cell touchscreen panel production capacity</li> <li>✓ Built manufacturing plant for cover-glass integrated touch sensors</li> <li>✓ Launched film touch sensors (UBT)</li> </ul>	<ul> <li>□ Promote on-cell touchscreen panel sales</li> <li>□ Expand product lines</li> <li>□ Expand customer base</li> </ul>
Others	✓ Decided to expand production capacity for aramid coated Li-ion secondary battery separators to 110 million m²/year	<ul> <li>Further expand separator production capacity</li> <li>Develop and launch new films replacing glass</li> </ul>

## **Achieve Stable Growth in Touchscreen Panel Business**



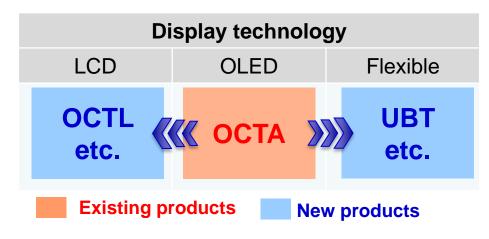
#### **Smartphone market is expanding**

Broaden product lines, promote use in a greater variety of devices, and expand customer base

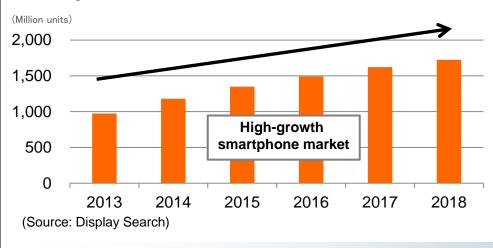
Reduce the impact of device demand fluctuation over revenues

Aim for stable growth

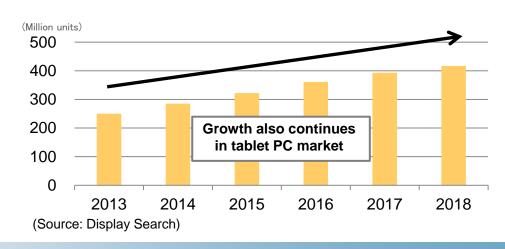
## **Expanding touchscreen panel product lines**



#### **Smartphone Market**



#### **Tablet PC Market**



#### IT-related Chemicals Sector Separator capacity expansion

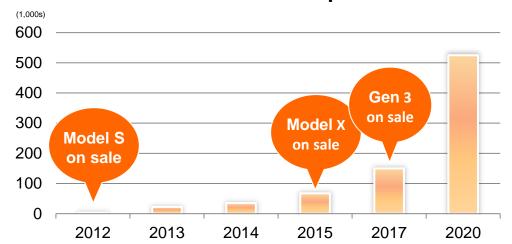
#### Li-ion secondary battery separator business --current state and outlook

Aramid coated separator demand for use in automobiles is growing

Expanding production capacity of aramid coated separator to 110 million m<sup>2</sup>/year in 2015

**Considering further expansion for Tesla's Gigafactory** 

#### Reference: Tesla Motors vehicle production outlook



#### Reference: Overview of Tesla's Gigafactory plan

Products	LiB cells, LiB packs
Capacity	LiB cells 35 GWh/year LiB packs 50 GWh/year
Investment	US\$4 to 5 billion
Location	Nevada, USA
Schedule	2017 Production start 2020 Full production

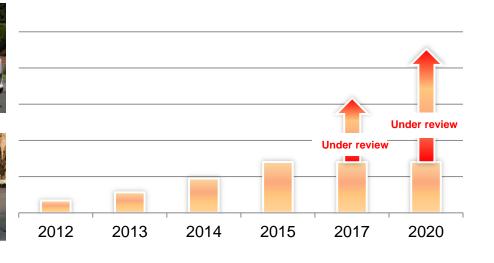


Tesla Motors Model S



Tesla Motors Model X

#### Our separator production capacity





#### Features and advantages

- Strong R&D capabilities and robust product pipeline
- Product lines differentiated from major competitors
- Products with largest market shares in Japan and large global market shares
- Global sales network

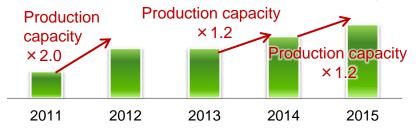
#### **Future growth drivers**

- Achieve greater synergy
- Expand into new business areas
- Enhance business in niche areas
- Continuously launch new products

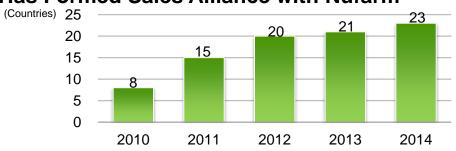
#### Trends in Sales and Operating Income



#### Flumioxazin Herbicide Production Capacity



## Number of Countries in which Sumitomo Chemical Has Formed Sales Alliance with Nufarm



#### Health & Crop Sciences Sector Progress and Next Steps



Business area	Progress	Next steps
Crop protection chemicals	<ul> <li>✓ Formed sales alliance with Nufarm for crop protection chemicals for professional turf, ornamental and aquatics uses in the US</li> <li>✓ Extended the period of the collaboration with Monsanto and expanded the collaboration into Brazil and Argentina</li> <li>✓ Expanded Flumioxazin herbicide production capacity</li> <li>✓ Acquired Pace International to enter post-harvest business</li> <li>✓ Began operation of a new biorational plant</li> <li>✓ Acquired a rice seed business to enter "total solution provider" rice business</li> </ul>	<ul> <li>□ Seek to create more synergies from the alliance with Nufarm</li> <li>□ Expand seed treatment business</li> <li>□ Expand post-harvest business</li> <li>□ Expand biorational business</li> <li>□ Respond to changes in the Japanese crop protection chemicals market</li> <li>□ Accelerate the development of new active ingredients</li> </ul>
Environmental health	<ul> <li>✓ Acquired shares in U.Sbased McLaughlin Gormley King Company to make it a wholly-owned subsidiary</li> <li>✓ Integrated distribution channels in North America</li> <li>✓ Expanded businesses of animal health products and pharmaceuticals</li> </ul>	□ Expand into new areas
Others		☐ Commercialize active pharmaceutical ingredients of nucleic acid pharmaceuticals

#### Health & Crop Sciences Sector Expanding Business Areas



Business area	Growth drivers
Biorational	
Microbial pesticides	<ul> <li>Expansion of applications</li> <li>Use in resistance management</li> <li>Growing demand in use for organic crops</li> </ul>
Plant growth regulators	<ul><li>Expansion of applications</li><li>Use in crop stress management</li></ul>
Post-harvest	<ul> <li>Expansion into markets outside the US, e.g., Brazil</li> </ul>

- Biorational and post-harvest sales have the potential to more than double
- **Develop biorational and post-harvest into core** business of Health & Crop Sciences Sector

#### Startup of new biorational plant

Location: Iowa, USA

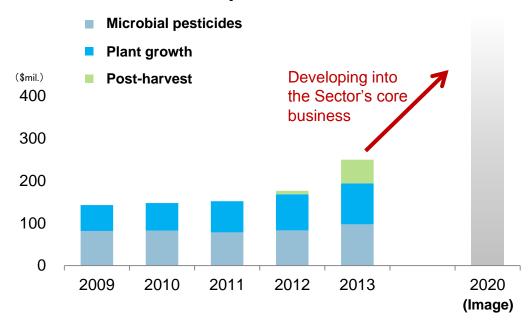
Start of operation: July 2014

Capacity: 15 million gal/year

**Investment: US\$150 million** 



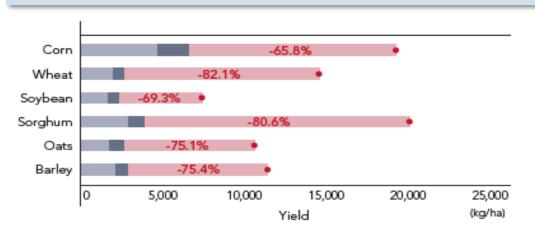
#### Biorational and post-harvest sales trends



#### Health & Crop Sciences Sector Crop Stress Management



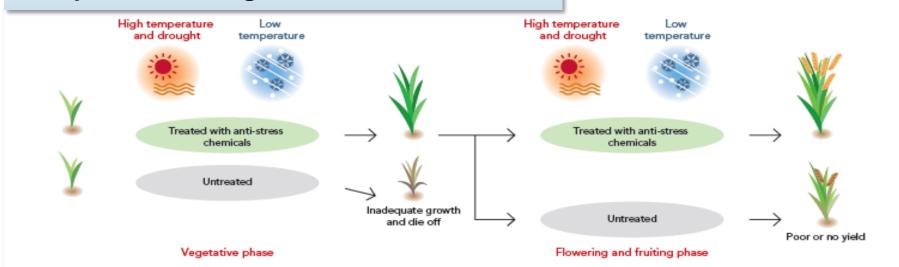
#### **Crop Yield Loss Caused by Abiotic Stress**



- Record yield highest yield ever achieved
- Abjotic losses by drought, salinity, flood, chilling or heat stress
- Biotic losses by diseases, insects, weeds despite modern crop protection
- Average yield

Source: Buchanan, Gruissem, Jones Biochemistry and Molecular Biology of Plants American Society of Plant Physiologists, 2000

#### **Crop Stress Management with Chemicals**



#### Health & Crop Sciences Sector Entering Rice Business



#### **Total solution provider businesses**

- Supply seeds, crop protection chemicals, and fertilizers
- **Provide cultivation management support**
- Sell rice

Targets: Cultivation area 10,000 ha Sales 10 billion yen

#### **Building rice R&D capabilities**

- Acquired rice varieties and related technologies
- Launched a new research team for developing rice varieties
- Strengthening existing cultivation and application

Contribute to agriculture through variety development and cultivation technology development

#### Overview of plans for rice business

Supply seeds

Supply crop protection chemicals, fertilizers, and agricultural materials and provide soil analysis, cultivation consulting, and operation records management services











Collect and sell rice



Roles of agricultural corporations, etc.

Roles of Sumitomo Chemical Group (including business partners)

#### **Pharmaceuticals Sector**



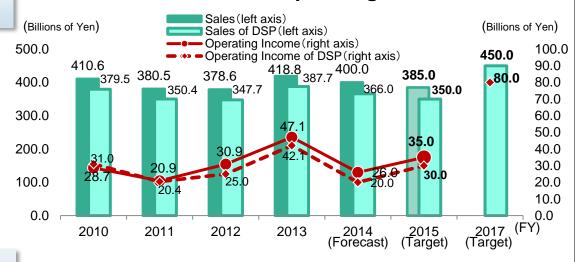
#### Features and advantages

- Drug discovery platform in the areas of psychiatry & neurology and oncology
- New drug development capabilities and sales network in the U.S.

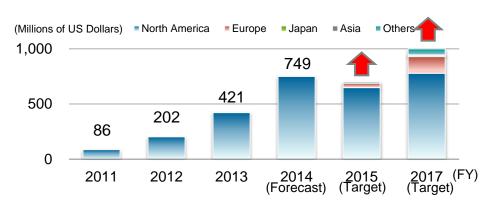
#### **Future growth drivers**

- Increase sales of LATUDA by adding new indications and expanding sales territories
- Enhance product pipeline in the areas of psychiatry & neurology and oncology
- Regenerative medicine and drug discovery by using cell technologies

#### **Trends in Sales and Operating Income**



#### **Atypical Antipsychotic LATUDA Sales Projections**



Note: Data for sales of our business partners in Europe (except U.K.) are our estimates.

#### Pharmaceuticals Sector Progress and Next Steps

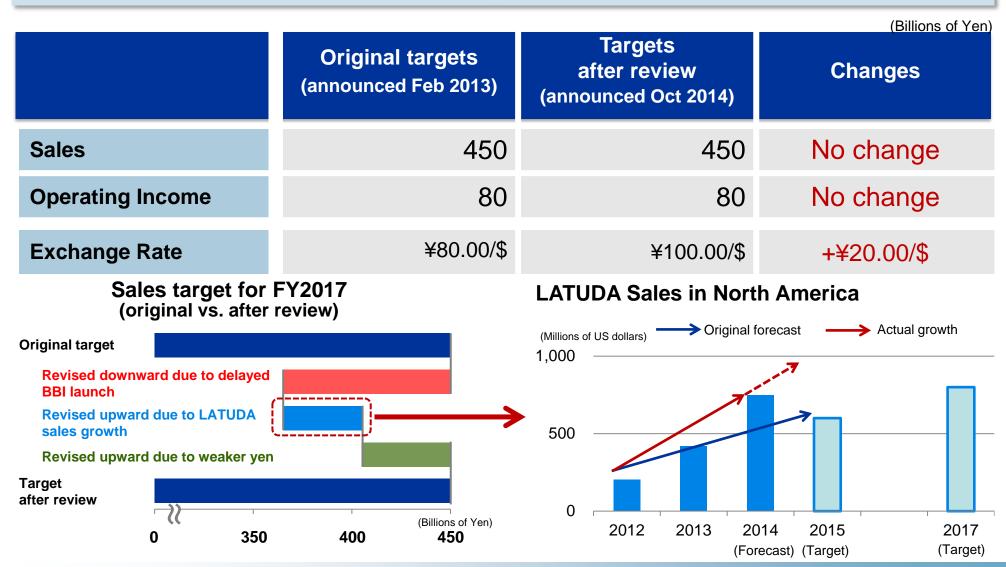


Business area	Progress	Next steps
Prescription pharmaceuticals	<ul> <li>✓ Additional indication approved in the U.S. for use of atypical antipsychotic LATUDA in treating bipolar I depression</li> <li>✓ Atypical antipsychotic LATUDA approved in Europe as a treatment for schizophrenia</li> <li>✓ APTIOM launched in the U.S. as a treatment for epilepsy</li> <li>✓ Established drug discovery team and sales force for anticancer drugs</li> <li>✓ Alliance with Healios in regenerative medicine and cell therapy business</li> <li>✓ Restructured North American operations</li> </ul>	<ul> <li>Increase LATUDA sales in the U.S. and Europe</li> <li>Obtain approval for LATUDA in Japan</li> <li>Increase APTIOM sales</li> <li>Develop and launch BBI608 and BBI503, anticancer drugs targeting cancer stem cells</li> <li>Commercialize cell therapy drug SB623 for stroke recovery</li> <li>Commercialize cell therapy drug HLS001 for eye diseases, such as age-related macular degeneration</li> <li>Develop first-of-a-kind therapies         <ul> <li>EPI-743 for mitochondrial diseases</li> <li>DSP-1747 for non-alcoholic steatohepatitis</li> </ul> </li> </ul>

## **Sumitomo Dainippon Pharma's Mid-term Business Plan**



#### **Business Targets for FY2017**



#### Progress as of October 30, 2014

Brand name/ Product code	Generic name	Indication	Development location	Phase I	Phase II	Phase III	Submitted
BBI608 TBD		Colorectal cancer (Monotherapy) (Global clinical trial)	U.S. / Canada / Japan, etc.	Accrual has bee	of new pa	atients I	
		Gastric cancer, Gastro-esophageal junction adenocarcinoma (Combination therapy) (Global clinical trial)	U.S. / Canada / Japan, etc.				
		Colorectal cancer (Combination therapy)	U.S. / Canada				
		Solid tumors (Combination therapy)	U.S. / Canada			<b>※</b> 1	
		Gastrointestinal cancer (Combination therapy)	U.S. / Canada				
		Pancreatic cancer (Combination therapy)	U.S.				
		Hepatocellular carcinoma (Combination therapy)	U.S.		<b></b> 2		
BBI503	TBD	Solid tumors (Monotherapy)	U.S. / Canada			<b>※</b> 1	
		Renal cell carcinoma, Urothelial carcinoma, Hepatocellular carcinoma, Cholangiocarcinoma, Gastrointestinal stromal tumor (Monotherapy)	Canada				
		Hepatocellular carcinoma (Combination therapy)	U.S.		<b>※</b> 2		

X1 Phase II of Phase I/II study X2 Phase I of Phase I/II study

Revisions during 2014.2Q are in red.

Development target for BBI608
Gastric cancer, Gastro-esophageal junction
adenocarcinoma (Combination therapy)
File applications in North America & Japan in FY2017

Development target for BBI503
Solid tumors (Monotherapy)
File applications in North America & Japan in FY2017



## **Expand**specialty chemicals business

## Restructure bulk chemicals business



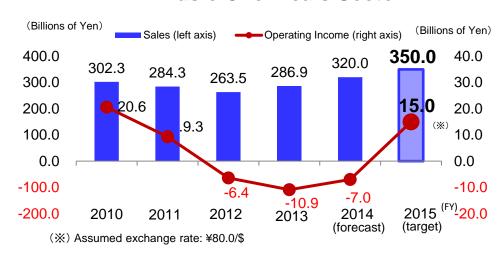


## Improve business portfolio

#### **Bulk Chemicals**



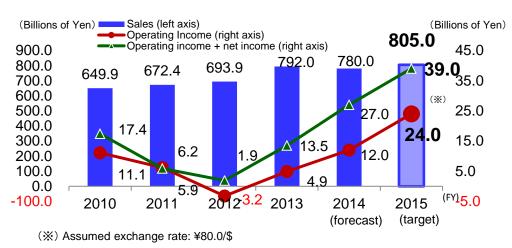
## Sales and operating income in Basic Chemicals Sector



#### **Business Restructuring Initiatives**

- Rebuild the foundations for underperforming businesses
- Grow next-generation business in the field of inorganic materials

## Sales and operating income in Petrochemicals & Plastics Sector



#### **Business Restructuring Initiatives**

- Exit unprofitable businesses and reform production operations
- Improve competitiveness by expanding high-value added product business
- Maintain stable operation of Petro Rabigh's plants

#### **Bulk Chemicals** Progress and Next Steps



Business area	Progress	Next steps
Basic chemicals	<ul> <li>✓ Decided to close down liquid-phase process caprolactam plant</li> <li>✓ Closed down P-MMA plant in Japan</li> <li>✓ Completed construction of DPF production facilities</li> <li>✓ Expanded production capacity for high-purity alumina and increased sales</li> </ul>	<ul> <li>Improve competitiveness of caprolactam business</li> <li>Improve competitiveness of MMA business</li> <li>Increase sales of DPF and develop next-generation DPF</li> </ul>
Petrochemicals	<ul> <li>✓ Decided to close down ethylene plant at Chiba</li> <li>✓ Decided to close down PO/SM plant</li> <li>✓ Expanded S-SBR production capacity</li> </ul>	<ul> <li>■ Restructure Chiba Works</li> <li>■ Develop and expand sales of high value-added, differentiated products</li> </ul>
Petro Rabigh	<ul> <li>✓ Strengthened support from founding shareholders</li> <li>✓ Amended the terms of transactions with founding shareholders</li> <li>✓ Secured compensation from utilities supplier</li> </ul>	<ul> <li>■ Maintain high-rate, stable operation of Rabigh Phase I Project facilities</li> <li>■ Execute Rabigh Phase II Project</li> </ul>

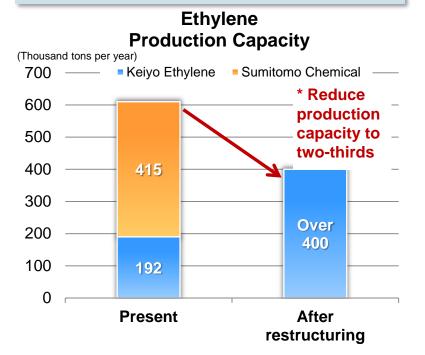
#### **Bulk Chemicals** Restructuring of Chiba Works



#### **Business environment:** Declining domestic demand and increasing imports

Optimize production capabilities (May 2015) >Strengthen and maintain petrochemicals business in Japan

#### Shut down ethylene plant

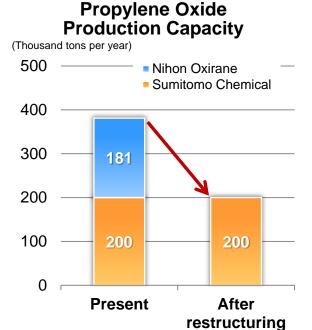


#### **Cease operation of Nihon Oxirane**

200

100

0



#### **Production Capacity** (Thousand tons per year) Nihon Oxirane 500 400 300

425

Present

**Styrene Monomer** 

Reduced

to zero

**After** 

restructuring

## **Restructure Caprolactam Business and MMA Business**



#### **Restructure Caprolactam Business**

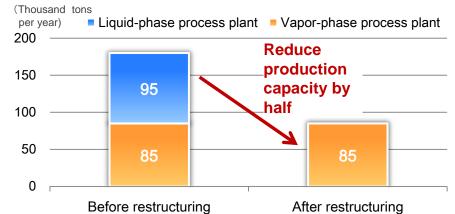
#### **Business environment**

Deterioration in supply-demand balance due to a sharp increase in supply in China

#### Shut down liquid-phase process plant

- Close down by the end of 2015 liquid-phase process plant, which has been in operation for over 39 years
- Improve vapor-phase process technology
- Keep the optimal size of caprolactam business and maintain the supply to key customers by using the capacity of the vapor-phase process plant and procuring caprolactam from a third party as needed

#### **Caprolactam Production Capacity**



Note: The liquid-phase process plant began operation in 1965, and the gas-phase process plant in 2003

#### **Restore competitiveness of MMA business**

#### **Business environment**

A sharp decline in demand for MMA used in light guide plates

#### Launched initiatives to restore competitiveness

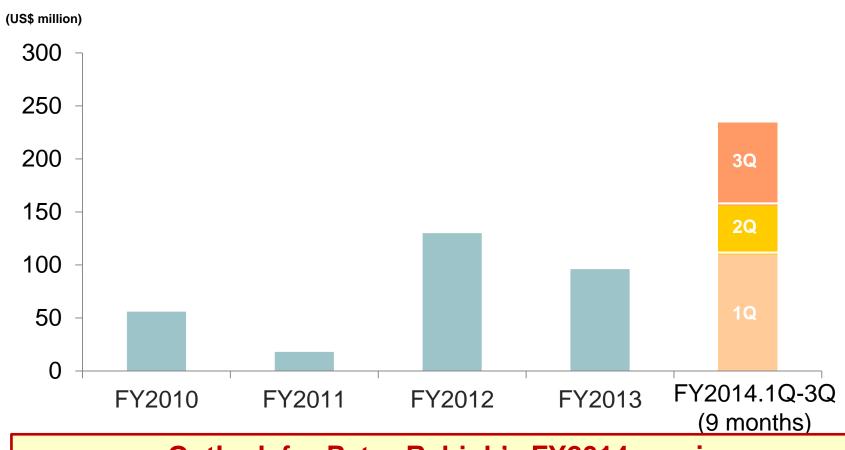
- Closed down MMA polymer production facilities in Ehime, Japan, in December 2013
- Shifted major part of MMA operations to Singapore

#### Initiatives to restore competitiveness

# Short term Mid to long term Rationalization Price increases Development of new applications and sales expansion Development of highperformance catalysts

#### **Bulk Chemicals** Petro Rabigh: Net Income



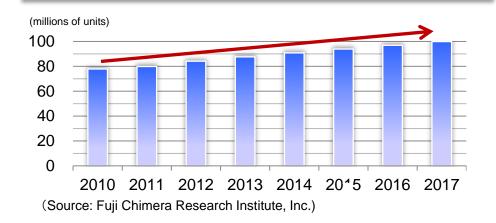


**Outlook for Petro Rabigh's FY2014 earnings:** record-high resulting from stable high operating rate

## **Achieve Higher Added Value in Petrochemicals Business**







#### **Global Automotive Plastics Market**

13 million Market size (2012)tons/year

Growth rate (2012-2016)

5% per year

(Source: Fuji Chimera Research Institute, Inc.)

#### Reorganization: Established new Automotive Materials Division

PE Division PE PP Division	Advanced Polymers Division SBR
Automotive PP PP compounds Non-automotive PP	TPE EPDM Special copolymers

Polyolefines Division	Automotive Materials Division	Advanced Polymers Division
Non-automotive	Automotive PP	SBR
PP	PP compounds	EPDM
	TPE	Special copolymers

- Consolidated automotive plastics marketing and sales functions
- Strengthened planning and management of global business operations

#### **Example of High-Value Added Products Airbag Covers**



# Properties required for TPE used for airbag covers

#### **Common property requirements**

- Airbag inflation performance
- Ease of forming and processing
- Light resistance

# Key property requirements for different types of airbags

Driver's seat airbag

Front passenger seat airbag

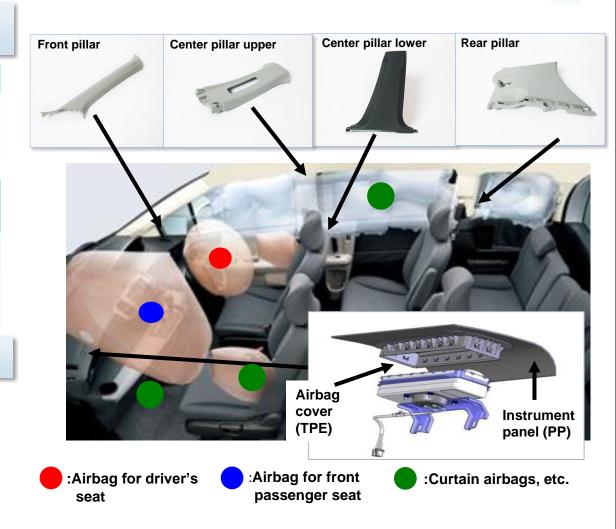
**Curtain airbag** 

- Appearance
- Weld strength
- Rigidity
- Cost

#### **Strengths in TPE business**

Producing raw materials (PP and EPDM) in-house

Swiftly develop and supply TPE with specific properties that customers demand



Expand sales of plastics for airbag-related parts by leveraging the strengths in TPE business

## **Bulk Chemicals Expand Inorganic Materials Business**

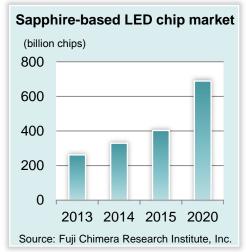


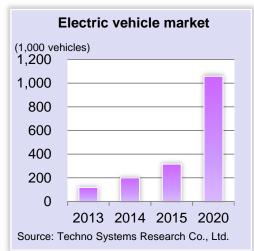
#### Features of Sumitomo Chemical's high-purity alumina

- Low impurities
- Particle size and shape tailored to customer needs

Further expand its market share, currently the largest in the global market

Examples of end-uses of high-purity alumina

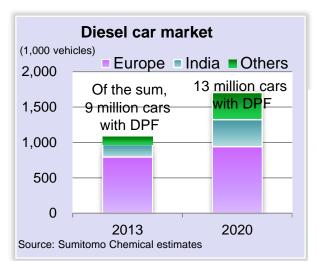


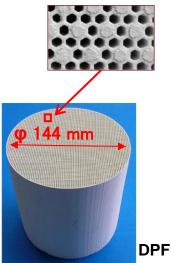


#### **Features of Sumitomo Chemical's DPF**

- Small and lightweight
- Low pressure loss (improvement of fuel efficiency)
- Low cost

Planning to begin commercial-scale production in 2015





Developing inorganic materials business into a core business in the future

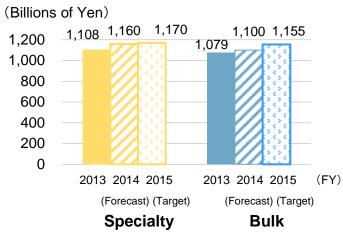
# Become a More Resilient Sumitomo Chemical through Business Restructuring

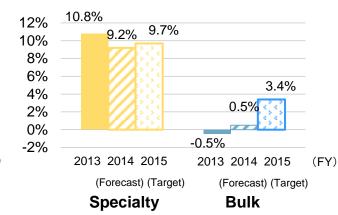


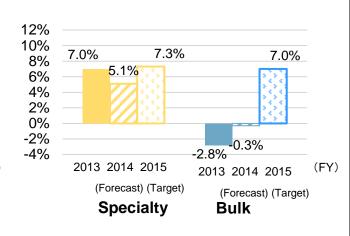


#### **Operating Margin**

#### **Return on Investment**







- Expand specialty businesses
- Restructure underperforming businesses
- Quickly maximize returns on major investments

Improve business portfolio

Establish robust business foundations

# **Enhance Financial Strength**

# **Cash Flow Projections**



(billions of yen)

	Corporate Business	New Corporate Business Plan		
	Plan FY2010-FY2012 (Result)	FY2013-FY2015 (Target)	FY2013 (Result)	FY2014 (Forecast)
Cash flows from operating activities	472.3	540.0	194.4	235.0
Cash flows from investing activities	- 445.7	Below - 400.0	- 135.2	-95.0
Free cash flows	26.6	*1 Over 200.0	59.2	140.0

Note \*1: Includes decreases in cash and cash equivalents

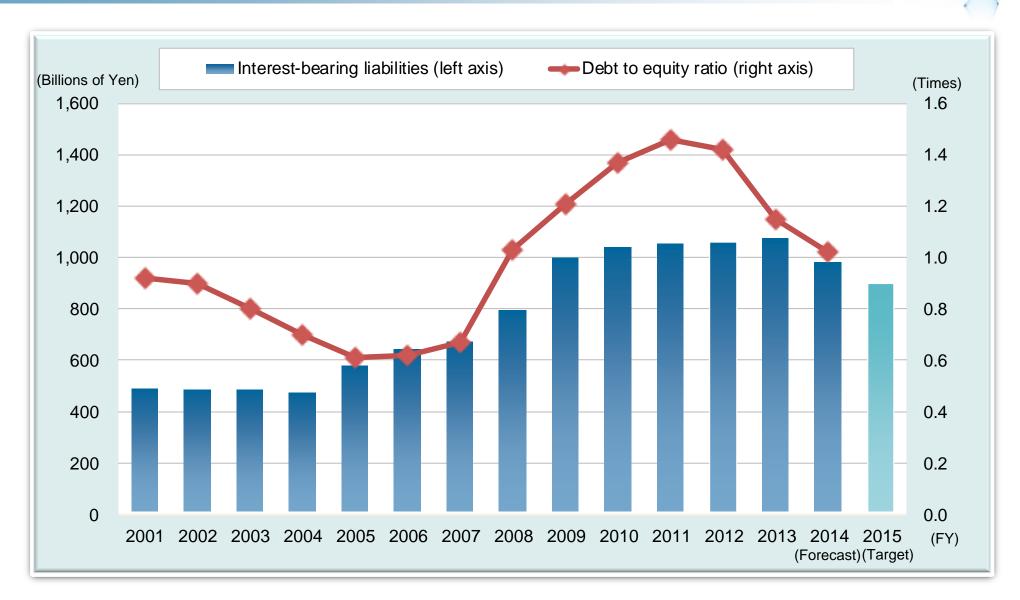
(billions of yen)

	End of FY2012	End of FY2015	End of FY2013	End of FY2014
	(Result)	(Target)	(Result)	(Forecast)
Interest-bearing liabilities	1,060.6	900.0	1,074.6	980.0

Note: Rabigh Phase II advance payments: 24 bn yen at the end of FY2012, 75 bn yen at the end of FY2013

# **Interest-Bearing Liabilities and D/E Ratio**





# **Develop Next-Generation Businesses**

# **Develop Next-Generation Businesses**



Launch	2011	2015	2020-
Environment and Energy	✓ Lithium-ion seconda		Organic thin-film photovoltaics  Next-generation secondary ina, etc.) batteries  Inductors (epitaxial wafers) Ind high thermal-conductive resin
ICT	✓N	PLED (light emitting m lext-generation polarizing films Fincapsulation materials for option  Flexible display materials	cal use
Life Sciences	✓ Drug for schizophrenia	, , , , , , , , , , , , , , , , , , , ,	ancer drugs targeting crop stress management  Cell therapy Regenerative medicine

<sup>✓</sup> Commercialized/ready to be commercialized

# **Build New Businesses on Core Technologies**

Change and Innovation

## Flexible panel project

Window film

Film-type touchscreen panel

**Coated polarizing film** 

**Barrier film** 

Joint development with customers

Open innovation
Technology license
Joint development



## Organic/inorganic hybrid technology

Technology to create materials with new functions by designing functional organic and inorganic components at the nano and molecular levels

Open innovation

Joint development

Joint development with customers



## **Encapsulation materials for optical use**

## Commercialize Flexible Display Materials and Components



## **Creating Next-Generation Displays**

#### **Sumitomo Chemical's Strengths**

Outstanding material development capabilities as a diversified chemical company



Strong product development capabilities and advanced processing technologies developed in the display materials business

Replace glass with plastics



Significantly reduce display's thickness and weight, while also improving durability

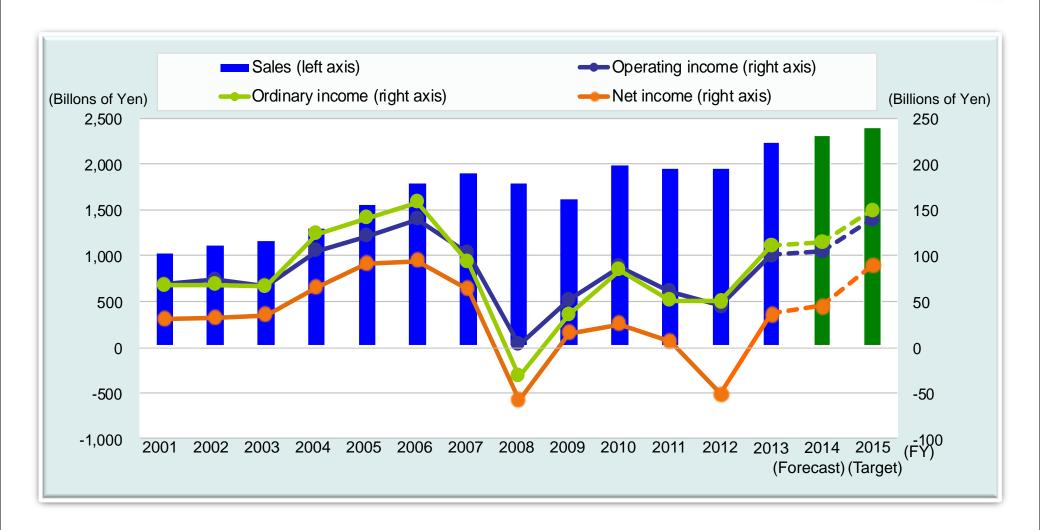
#### Materials and components under development

# Coated polarizing film Coated polarizing film Polarizing film ITO (xy) Sealing glass Barrier film OLED Materials and components under development

# **Shareholder Return**

# **Performance Targets**

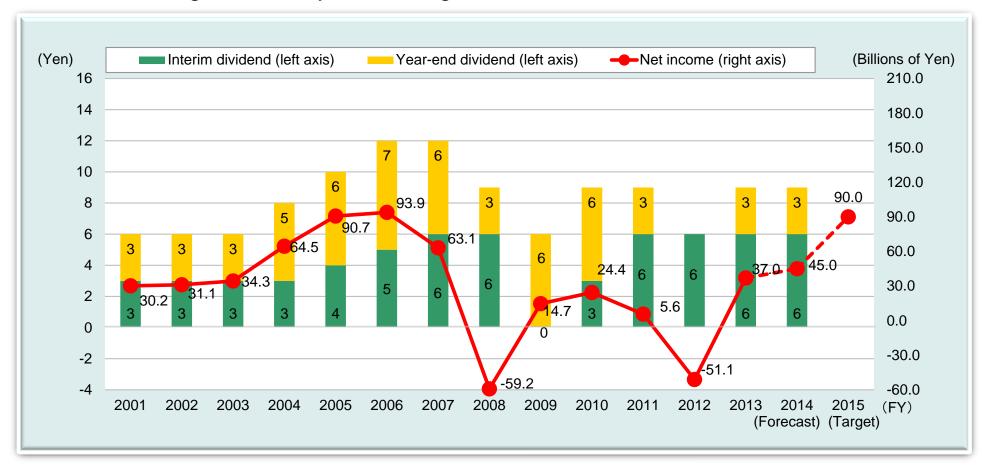




# **Dividend Policy**

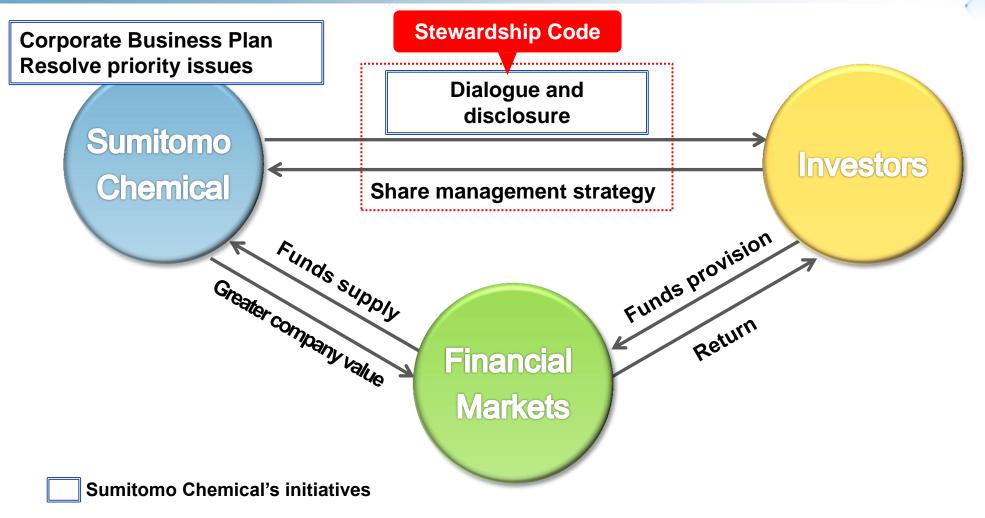


We consider shareholder return as one of our priority management issues and have made it a policy to maintain stable dividend payment, giving due consideration to our business performance and a dividend payout ratio for each fiscal period, the level of retained earnings necessary for future growth, and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



#### **Toward Sustained Growth**





Sustained growth

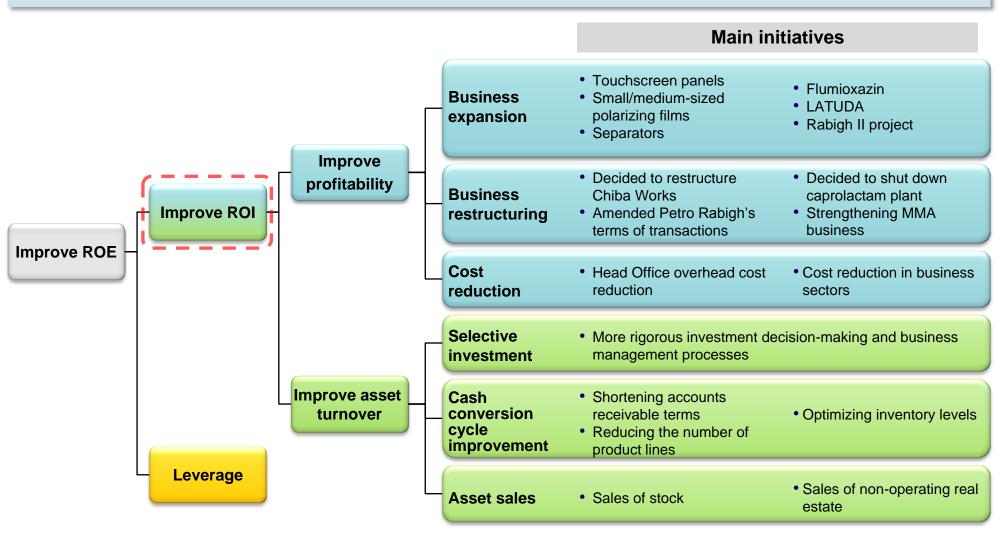


Contribute to the economy and society at large

# **Initiatives for Raising Corporate Value**



#### Initiatives for raising ROI/ROE



# **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.