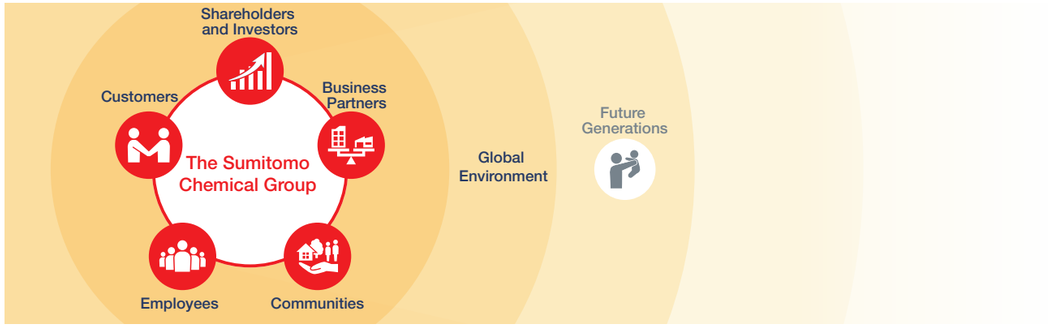
Communication with Stakeholders

Sumitomo Chemical aims to achieve sustainable growth and enhance corporate value based on relationships of trust with diverse stakeholders, including shareholders, investors, customers, business partners, employees, and local communities. Through the timely and appropriate disclosure of necessary information and two-way dialogue, we sincerely listen to the opinions and expectations of our stakeholders and reflect them in improvements to our business activities and in new initiatives.

Stakeholder Engagement



Opportunities to Communicate with Stakeholders

Stakeholders	Sumitomo Chemical Group's Responsibility	アプローチ方法
Shareholders and Investors	We proactively communicate about management policies, business strategies, and earnings trends. We thus fulfill our duty of accountability to shareholders and thereby maintain and improve the market's trust in the Sumitomo Chemical Group. We also promote the market's accurate understanding of the Company with a view to ensuring a fair market valuation of the Company's shares and the improvement of our corporate value.	• General meetings of shareholders • Meetings, including corporate strategy briefing meetings and financial results conference calls • Briefing meetings for individual investors • Publications, including the Integrated Report • Disclosure via the Company's website and social media
Customers	We supply high-quality products and services that satisfy customers' needs and ensure safety in use to establish long-term relations with customers that are built on trust.	• Customer support including communication in sales activities and quality assurance • Providing information via the Company's website and other communication media • Customer support by the customer support center
Business Partners	We are committed to building mutually-beneficial sound relations with business partners based on our Basic Procurement Principles. We also conduct fair, equitable and transparent transactions, while also encouraging our business partners to engage in sustainability efforts, in order to promote sustainable procurement across our supply chain.	• Communication through purchasing activities • Information exchange meetings with business partners • Monitoring using our Sustainable Procurement check sheets • A dedicated team provides support, answering the inquiries of business partners
Employees	We are committed to ensuring employees' health and respecting employee diversity, while also devoting constant effort to human resource development and the improvement of a workplace environment so that individual employees can realize their full potential. The Company is also committed to maintaining its good relationship with the Sumitomo Chemical labor union built on mutual understanding and trust.	• Central labor-management meetings and operation-site labor-management meetings • Establishment of a labor-management committee to promote the Sumika "Let's Do This Declaration" • Various training programs • Information provided via the Company's internal newsletters and intranet
Communities	We work to help solve various global issues through cooperation on international initiatives as well as to achieve coexistence and collaboration with local communities by holding two-way dialogues and enhancing disclosure.	• Participating in international initiatives (Including UNGC) • Information provision through websites and other channels • Holding opinion exchanges with local communities, plant tours, and more • Community contribution activities

Dialogue with Shareholders and Investors to Enhance Corporate Value

To facilitate understanding by shareholders and investors in Japan and overseas of our management policy, business strategy, and performance trends toward sustainable growth and enhancement of corporate value over the medium to long term, our top management takes the initiative in proactive information disclosure and interactive communications to fulfill our accountability, maintain and raise market confidence in the Company, while striving to ensure proper stock price formation and enhance corporate value.

Main Themes of Dialogue in FY2025

Upgrade business portfolio with new growth strategy

- Growth scenarios for the growth drivers (AGL and ICTM)
- Positioning of the regenerative medicine/cell therapy business within the Sumitomo Chemical Group

Build greater resilience by executing continued structural reforms

- Revitalization of the petrochemical business including Petro Rabigh
- Our strategic direction for the small molecule drugs (drug discovery) business

Major Dialogue Events in FY2025

Briefing Sessions

	Speakers	Times Held	Attendees
Investors' Meeting for the Current Priority Management Issues and Business Strategy	President	1	150
Conference call on earnings report	Senior Managing Executive Officer in charge of IR, etc.	4	1,272

Interviews with Investors

	Persons who Deal with This	Times Held	Attendees
Interviews with Investors	President, Senior Managing Executive Officer in charge of IR, General Manager in charge of IR, etc.	—	662

Small Meetings

	Persons who Deal with This	Times Held	Attendees
Held by the President	President, Heads of business sectors	2	57
Held by the Outside Directors	Outside Directors	1	21

Individual Investors' Meetings

	Persons who Deal with This	Times Held	Attendees
Individual Investors' Meetings (Including streaming)	Senior Managing Executive Officer in charge of IR, General Manager in charge of IR	3	—

Internal Feedback and Examples of Improvements

Our company actively provides feedback to various internal levels based on the opinions and suggestions received from analysts and investors during our IR activities. By sharing external perspectives on our business strategies, business plans, and corporate value, we aim to enhance our competitiveness and improve management practices.

Feedback	Content
Board of Directors Report	Opinions and evaluations of our company gathered from earnings briefings, investor meetings and other such opportunities are shared with the Board of Directors.
IR and Public Relations Coordination Meetings	we share investor reactions and opinions regarding earnings announcements and briefings with department heads across various business sectors and headquarters sections. Additionally, we exchange views on the planning of events aimed at investors and the media.

Small meeting with Outside Directors in response to investor feedback

Special Feature: Dialogue with Institutional Investors and Analysts —Small Meeting with Outside Directors and Institutional Investors—



Investors

Investor feedback

We would like to see further enhanced dialogue between Outside Directors and participants in the capital markets. We would like to hear directly from the Outside Directors about the Board of Directors' discussions and Outside Directors' assessment of the current policies and the remaining challenges in recovering from the largest-ever deficit, Sumitomo Chemical's future direction, risk management, governance—including senior management appointments and remuneration of officers—and ESG policies.

Our response

We held a small meeting between our Outside Directors and investors. The discussions provided an opportunity for candid exchanges of views on a range of topics, including the monitoring of management—such as why signs of deteriorating business performance were not identified at an earlier stage—as well as our business portfolio, the parent-subsidiary listed company structure, and our governance institutional design, drawing also on discussions held by the Board of Directors. For our Outside Directors, the meeting also provided a valuable opportunity to gain direct insight into market perspectives and deepen their understanding of key issues and areas of focus. We view this initiative as contributing to the enhancement of the Board's supervisory capabilities and to more substantive discussions at Board meetings.

Examples of Communication Opportunities

Shareholders and investors **Organized a plant tour**

In December 2025, we organized a plant tour for investors and analysts. They visited our Oita Works, a core site of the Agro & Life Solutions Sector, one of our growth drivers. The tour included a crop protection active ingredient manufacturing plant, an oligonucleotide plant operated by our Advanced Medical Solutions Sector, and Sumika Chemical Analysis Service, our subsidiary equipped with analytical instruments and facilities. The tour provided the participants with an opportunity to gain a deeper understanding of our integrated capabilities in technology, manufacturing, and analysis across our priority businesses. Going forward, we will continue to deepen communication with investors through direct engagement at our operating sites and leverage these opportunities to enhance corporate value.



Plant tour (Oita)