Flow of Value Creation

Sumitomo Chemical has grown its business over the past 100 years in line with the Sumitomo spirit and other corporate philosophies. As we evolved from a fertilizer company to a chemical company and then to a diversified chemical company, we strengthened and accumulated our management capitals and established our core strengths, which are embodied in three core competencies. Drawing on these core competencies, we will provide innovative technological solutions to four societal issues, creating both economic and social value. We aim to realize our long-term vision of becoming an Innovative Solution Provider by sustaining a virtuous cycle of value creation and resource accumulation.

Long-term vision
P.14

Innovative Solution Provider

A company that solves social issues with innovative technology

Outcome

Rita

Creation of Social Value
P.22

Output

- Agro & Life Solutions P.34
- ICT & Mobility Solutions P.36
- Advanced Medical Solutions P.38
- Essential & Green Materials P.40

Food Contribute to regenerative agriculture

Ensuring food security and harmony with the environment

ICT Innovate IT

Realization of an inclusive society using ICT

Healthcare Spread leading-edge medicine

Ensuring healthy lives for people around the world

Environment Reduce environmental impact

Recovery of the global environment and realization of a world where people and nature coexist in harmony

FY2025-2027 Corporate Business Plan

Leap Beyond
~Return to a growth trajectory~
P.28

The Material Issues to Be Addressed as Management Priorities
P.22

Business Model
P.20

Core Competence 1
Ability to develop innovative solutions by leveraging its technological expertise in diverse areas

P.2
The Sumitomo Spirit
Jiri-Rita Koushi-Ichinyo

Core Competence 2
Ability to reach global markets

Core Competence 3
Our highly engaged and diverse human resources

Input P.18

- Financial Capital
- Manufactured Capital
- Intellectual Capital
- Human Capital
- Social and Relationship Capital
- Natural Capital

Accumulation of capitals

Jiri

Creation of Economic Value
P.6

KPI	FY2025 Actual	FY2026 Forecast※	Where we want to be
ROE	6.4%	6.8%	Over 10%
ROIC	5.6%	5.5%	Over 7%
D/E ratio	0.9 times	0.8 times	Approx. 0.7 times
Dividend Payout Ratio	36.3%	37.7%	Approx. 30%

※Figures announced on May 14, 2026