

Investors' Meeting for FY2025 Financial Results, Management Priorities and Business Strategies

May 14, 2026

Nobuaki Mito – President



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- **FY 25 underlying results represent a substantial improvement over FY 24, even after stripping out gains on business dispositions, etc.**
- **FY 26 guidance for underlying business performance call for solid growth in earnings power**
 - **Agro & Life Solutions look to expand the biorationals business** centered mainly on the new US organization
 - **ICT & Mobility Solutions will strengthen its foundation supporting future earnings growth** making strategic upfront investments and entering new materials markets
 - **Strengthen the Essentials Business infrastructure by solidly executing on a rebuild of the P&P Business**
Expand licensing and catalysts business capturing demand from emerging markets
 - **Strengthen the management base** through rigorous investment discipline, strategic capital allocation, and reorganization of research functions
- **Coordinate efforts across business and corporate divisions to enhance enterprise value with a focus on improving capital efficiency**



Section
01

FY2025 Financial Results and FY2026 Business Performance Forecast

(Billions of yen)

	FY2024	FY2025	Change	Reasons for change	FY2025 Forecast (Feb)
Sales Revenue	2,606.3	2,328.5	-277.8	Structural reforms of petrochemicals and ICT, etc.	2,300.0
Core Operating Income	140.5	208.4	67.9	See the next page	200.0
Net Income Attributable to Owners of the Parent	38.6	60.9	22.4		55.0
ROE	4.1%	6.4%	2.3pt		5.8%
ROIC	2.2%	5.6%	3.4pt		5.3%
Naphtha price	¥75,600/kl	¥65,200/kl			¥64,600/kl
Exchange rate	¥152.62/\$	¥150.67/\$			¥149.03/\$

(Billions of yen)

	FY2024	FY2025	Change	Reasons for change	FY2025 Forecast (Feb)
Agro & Life Solutions	55.0	56.3	1.4		55.0
ICT & Mobility Solutions	70.6	53.0	-17.5	Reduced shipments in display materials	55.0
Advanced Medical Solutions	4.0	2.8	-1.1		4.0
Essential & Green Materials	-58.5	14.4	72.9	Sale of Petro Rabigh shares	13.0
Sumitomo Pharma	35.3	108.4	73.1	Disposition of Asian business. Expanded sales of 3 key products	100.0
Others	34.2	-26.7	-60.9	Business disposition in the previous fiscal year	-27.0
Total	140.5	208.4	67.9		200.0

Current situation

Raw materials procurement

- Naphtha: Continue to work toward stable supply. Visibility into requirements into June.
- Others: Secured requirements for current production plans, although there are some risks

Utilization trends

- Japan P&P: Operations continue based on availability of inventory and raw materials procurement environment
- Singapore P&P: Issued FM declaration in March 2026. Closely monitoring impacts given potential for supply constraints
- Other: No major impediments to operations currently, despite the existence of risks

Sales trends

- Higher raw material costs: Advancing rationalization and efficiencies while working to appropriately reflect cost inflation into prices
- Demand: No observations of substantial decline in demand due to rising prices

(Billions of yen)

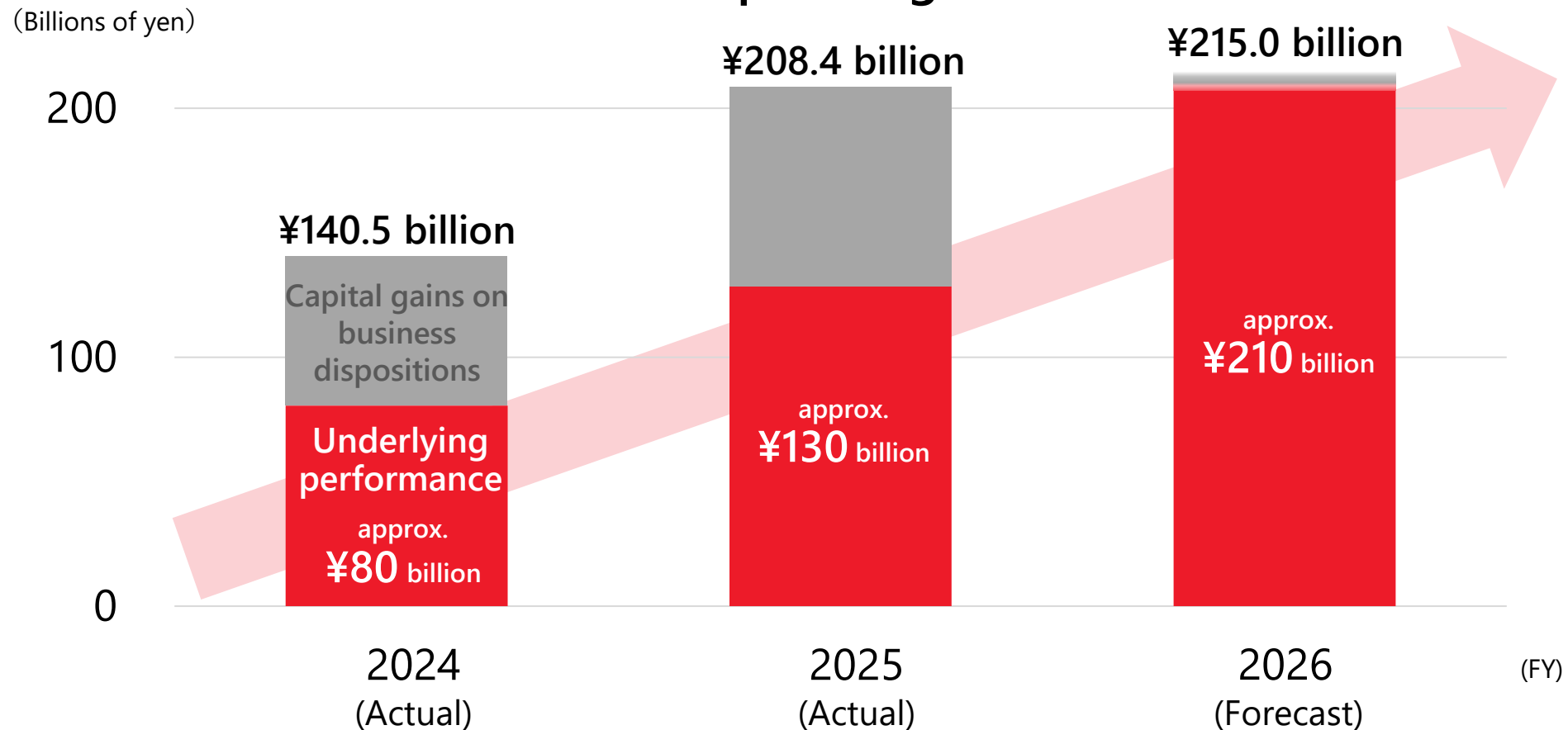
	FY2025 Actual	FY2026 Forecast	Change	Reasons for change
Sales Revenue	2,328.5	2,360.0	31.5	Sales expansion of agrochemicals, semiconductor materials, and Sumitomo Pharma
Core Operating Income	208.4	215.0	6.6	See the next page
Operating Income	151.7	177.0	25.3	
Net Income Attributable to Owners of the Parent	60.9	70.0	9.1	
ROE	6.4%	6.8%	0.4pt	
ROIC	5.6%	5.5%	-0.1pt	
Naphtha price	¥65,200/kl	¥92,000/kl		
Exchange rate	¥150.67/\$	¥155.00/\$		

(Billions of yen)

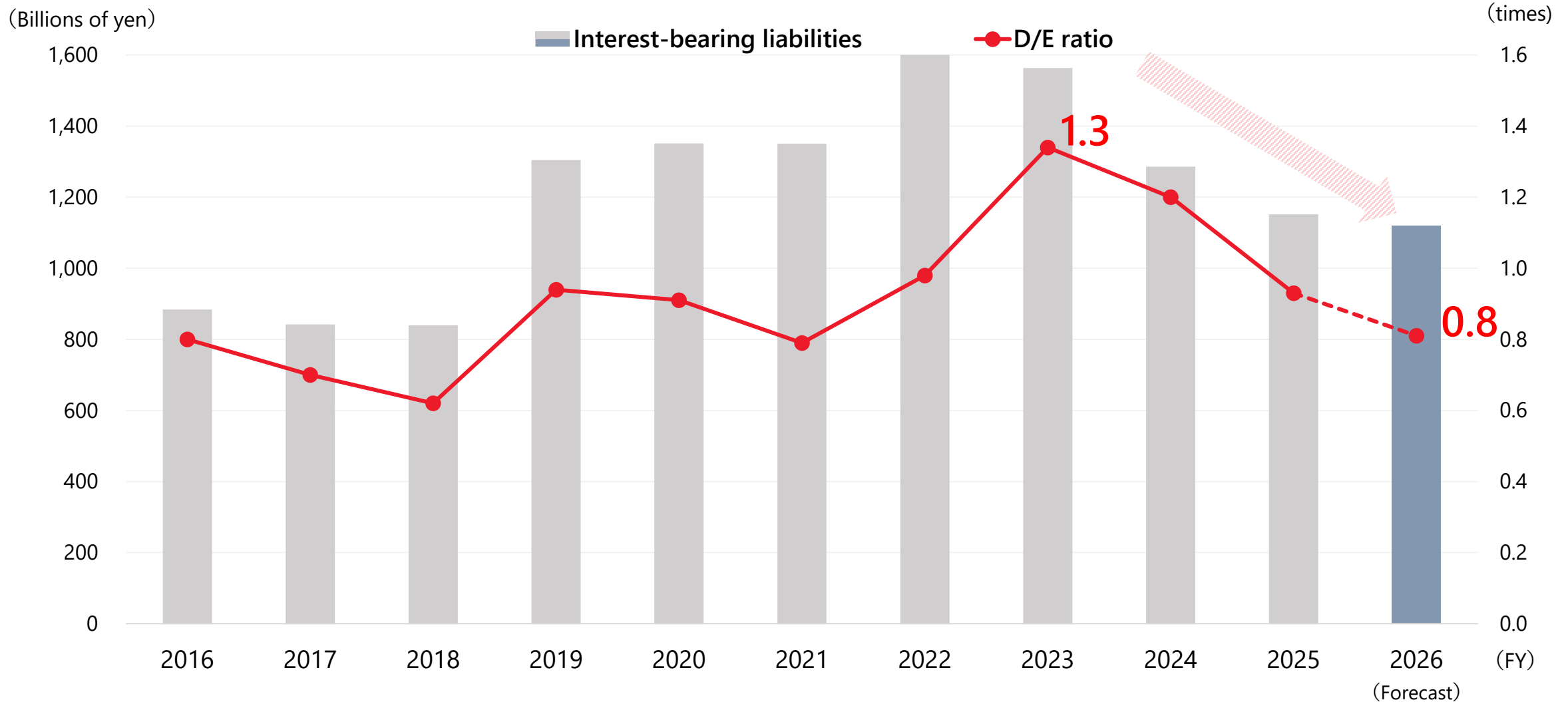
	FY2025 Actual	FY2026 Forecast	Change	Reasons for change
Agro & Life Solutions	56.3	65.0	8.7	Expand sales mainly in agrichemicals overseas
ICT & Mobility Solutions	53.0	55.0	2.0	Increased shipments of semiconductor materials outstrip higher fixed costs
Advanced Medical Solutions	2.8	3.0	0.2	
Essential & Green Materials	14.4	20.0	5.6	Improved refinery margin in Petro Rabigh
Sumitomo Pharma	108.4	94.0	-14.4	Asia Business disposition in the previous fiscal year
Others	-26.7	-22.0	4.7	
Total	208.4	215.0	6.6	

Profitability improves steadily and underlying performance grows significantly
Aim to achieve mid-term targets one year early

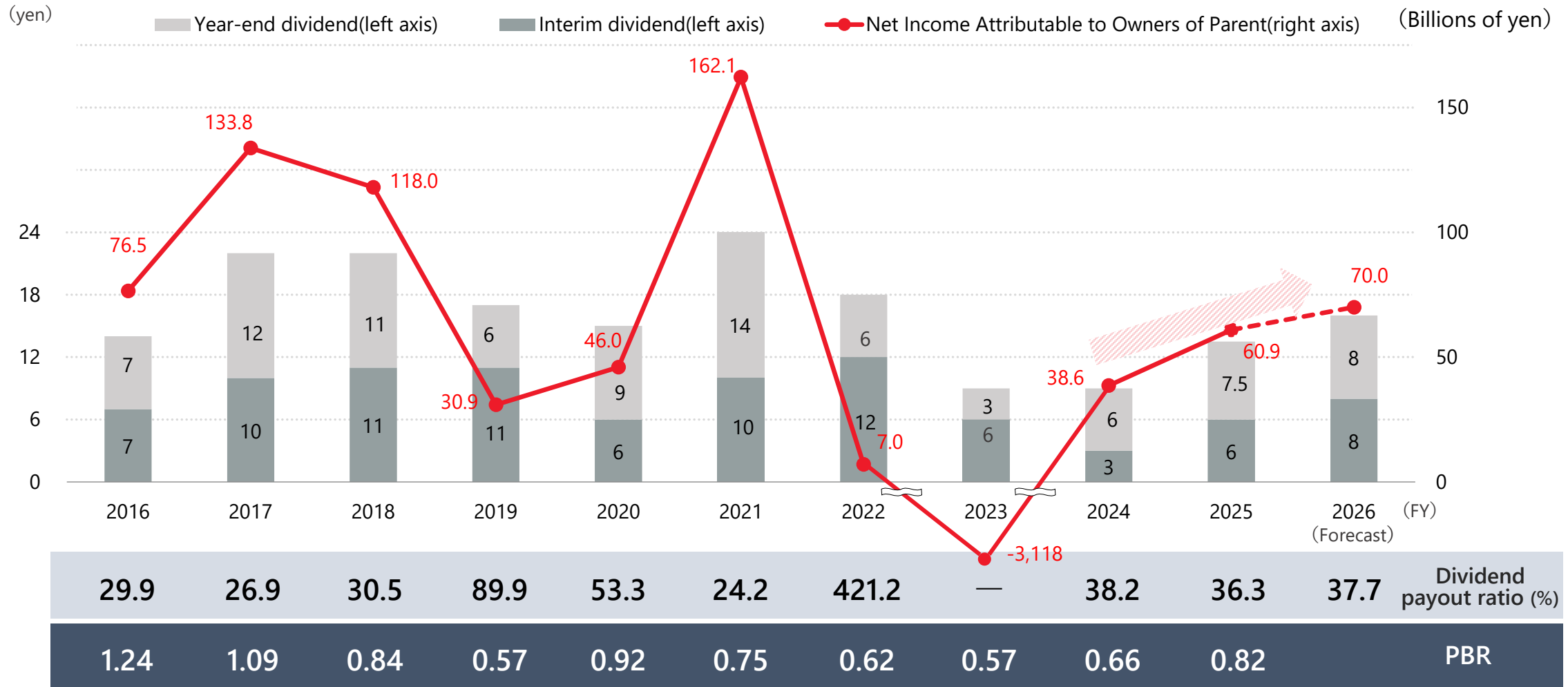
Core Operating Income



The reduction of interest-bearing liabilities has significantly improved the D/E ratio.



For FY2026, we forecast an increase in the annual dividend to 16 yen per share.
Aim to achieve an annual dividend of 24 yen per share at an early stage in the future.



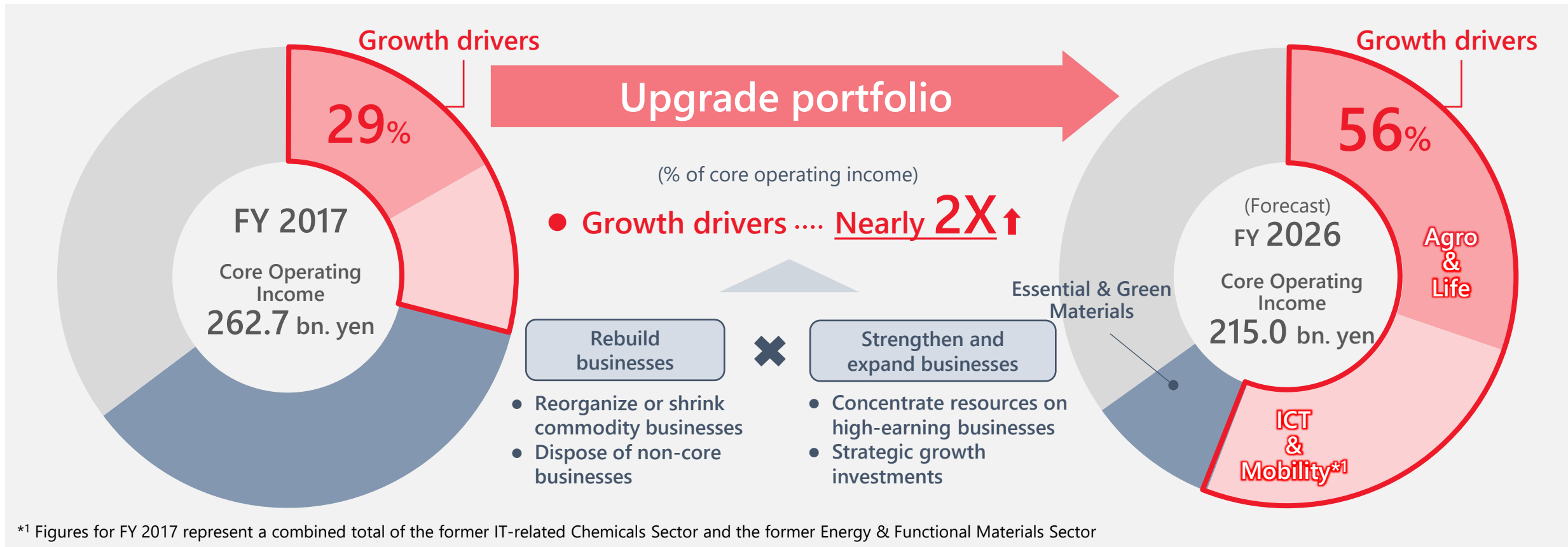


Section

02

Sector strategies

Shift to a business portfolio centered on growth drivers



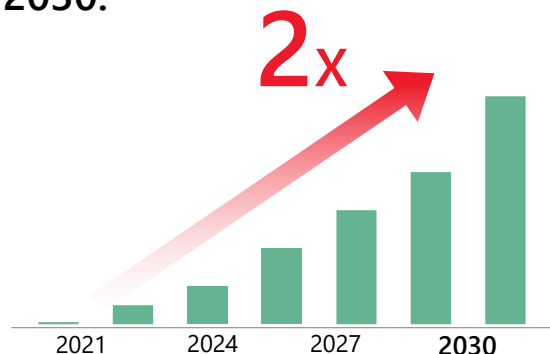
**Concentrate resources in growth drivers
and further upgrade the business portfolio**

3 Blockbuster candidates driving growth in the chemicals business

INDIFLIN™

- Expand product portfolio (mixtures, etc.)
- Develop new business opportunities (countries, crops indicated, applications)
- Launch in the UK and EU nations in 2026 and beyond

Tens of billions of yen just a few years from launch
By 2030:

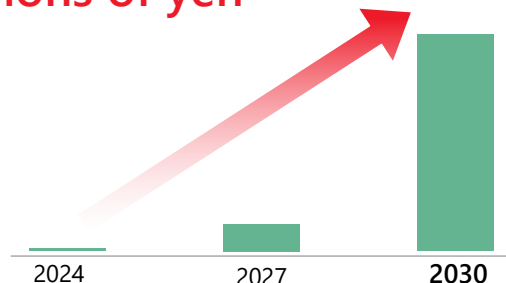


Rapidicil™

- Advance registration in countries in North and South America. Expand product lineup by developing mixture products.
- Build next-generation weed controls for use with PPO-tolerant crops
- Launched in Argentina. Register in US in 2026 and Brazil in 2027.

By 2030:

Sales of several tens of billions of yen

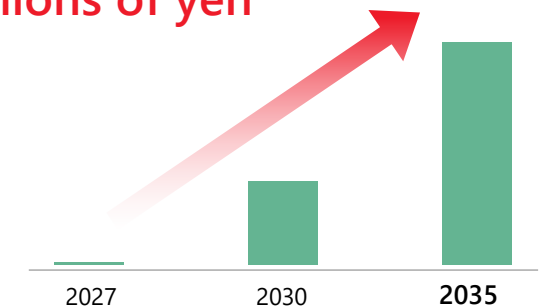


Pavecto™

- Advance registration in South America and Europe. Expand product lineup by developing mixture products.
- A unique QoI* fungicide that is effective against bugs that exhibit resistance to existing QoIs
- Register in Brazil and Europe in the late 2020s

By the mid-2030s:

Sales of several tens of billions of yen



* QoI : Quinone outside Inhibitors

INDIFLIN™: Expanding sales in core market Brazil. Adding indications and accelerating sales expansion in major markets.

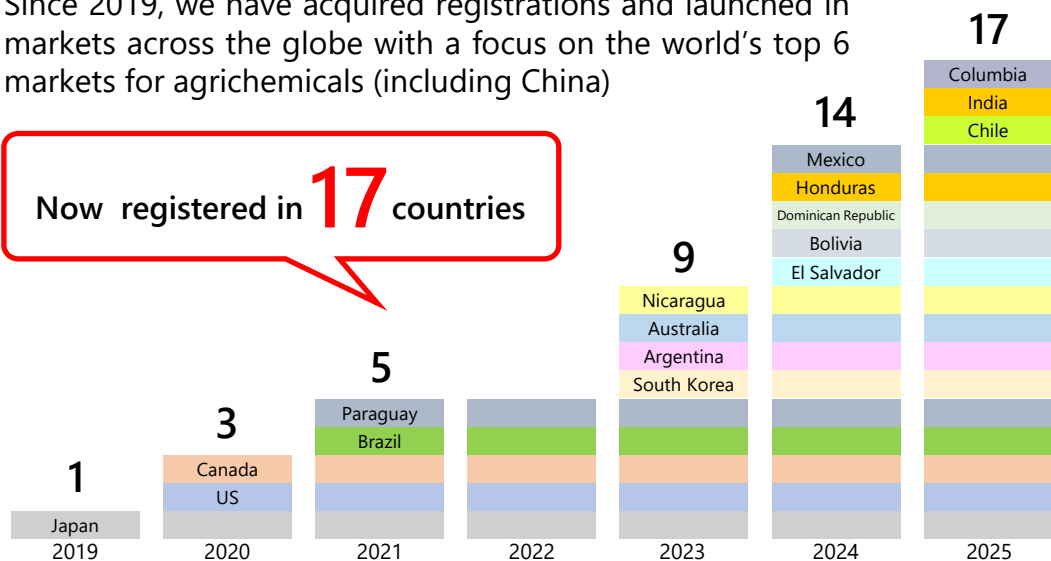
Fungicide market for soybeans (MUSD)

	2019 actual	2024 actual	2029 projection
Middle and South America	2,264	2,987	3,777
Global total	2,697	3,601	4,386

Source: AgbiolInvestor

INDIFLIN™: Expansion of indications

Since 2019, we have acquired registrations and launched in markets across the globe with a focus on the world's top 6 markets for agrichemicals (including China)



Solid execution of measures to expand sales of INDIFLIN™

Large market makes for intense competition in soybean rust

→ Formulate and execute sales strategy based on **Unique Value Proposition (added value of INDIFLIN™)**

3 customer categories or distribution channels: distributors, agricultural cooperatives, and large-scale farms

→ Formulate and execute **sales strategy based on characteristics of the distribution channel**

Advancing the planting of corn as a reverse crop for soybeans

→ Expanding sales leveraging **added indication for corn** in 2025 (enhancing convenience to create markets and acquire sales expansion opportunities)

Important crops other than soybeans and corn

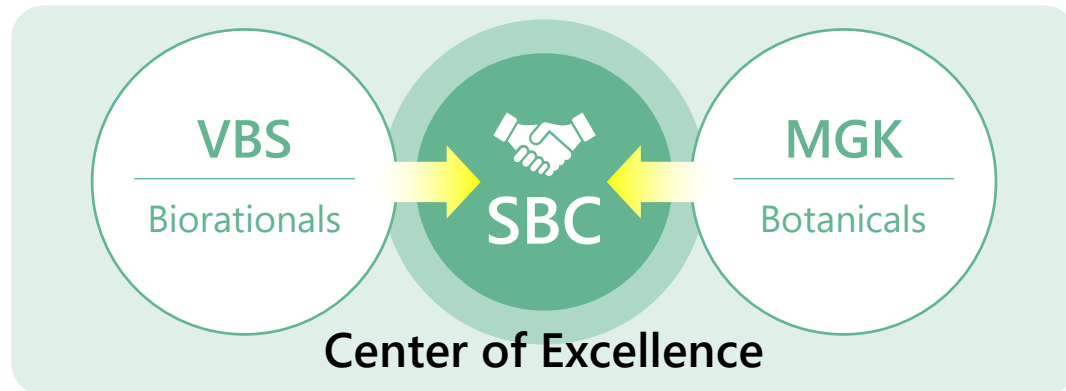
→ Expanding sales of **Pladius™, a mixture that includes INDIFLIN™** and can also be used on **cotton**

Paraguay: An important market that neighbors major soybean-producer Brazil

→ Accelerating sales expansion in Paraguay's agrichemicals market through the 2025 establishment of **SC Paraguay** (leveraging knowledge and experience from Brazil)

Biorationals: Expanding sales globally through newly integrated company

Established Sumitomo Biorational Company



Aim

Center of Excellence: Strengthening important business fields

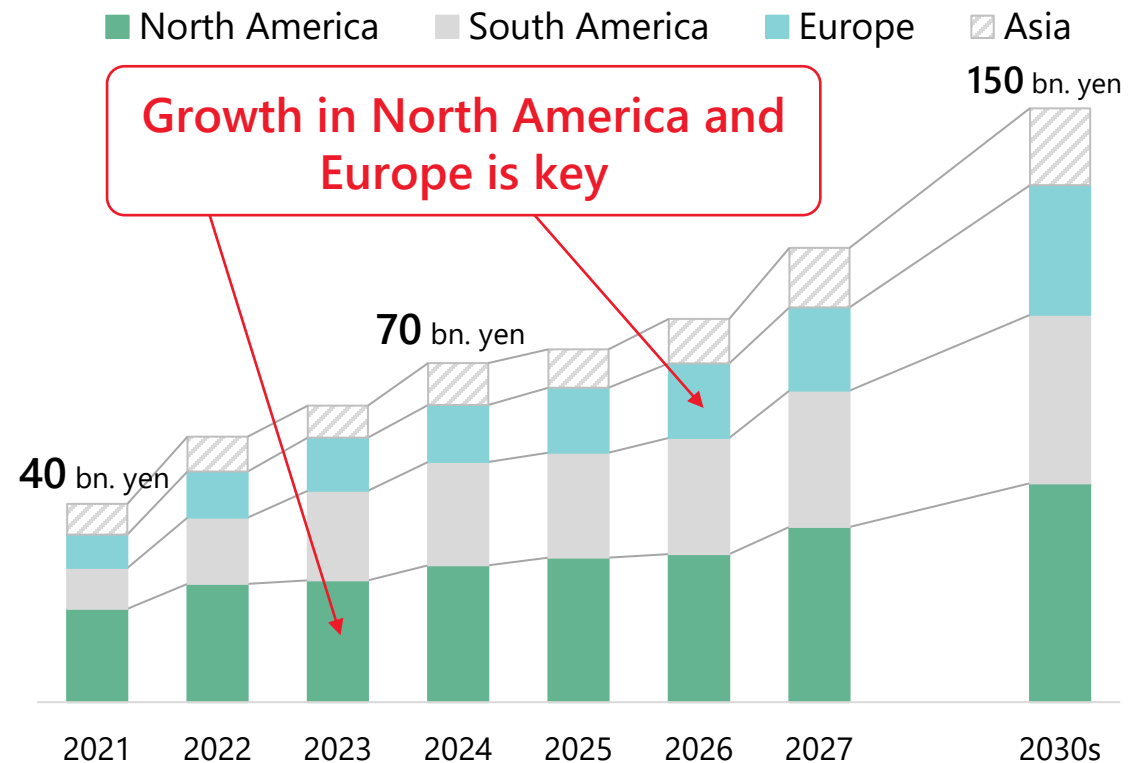
Consolidate knowledge and experience from former Valent BioSciences (biorationals) and former MGK (botanicals) into new company

Prepare for changes in the external environment and minimize business operation costs

Realize a lean and efficient business operation structure that eliminates redundancies

Accelerating sales in various regions

Biorationals product sales by geography



Biorationals: Further grow share in markets based on product development capabilities and dedicated salesforce

Global strategy and actions

South America

Further sales expansion in **low crops**, including new product launches

North America

Focus on **the biostimulant** business and expand sales by rigorously marketing the technological superiority of our existing products

Europe

Expand sales of existing products by strengthening **Demand Creation** activities and launch new **biostimulant** products

Regional strategy

Portfolio Strategy

Accelerate of **biorational pipeline** development
Further enhance **botanicals** portfolio (In addition to pyrethrin, two more products) and accelerate sales expansion
→ Expand sales of botanicals in crop protection and other areas
Accelerate development in applications for **animal nutrition**

Growth opportunities

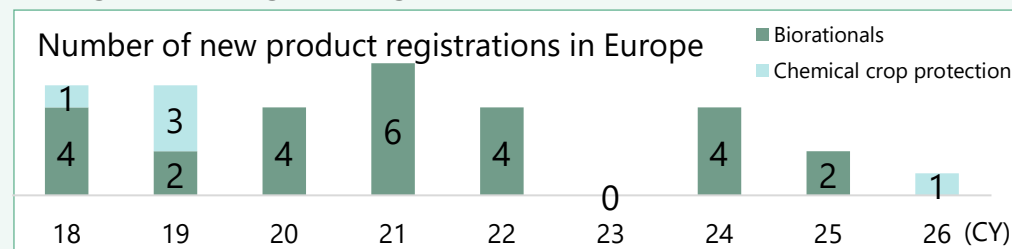
Continued growth in Middle and South American markets

- Our sales in Middle and South America have grown 2.5 times in the past 5 years
- Focus on low-crop applications, such as soybeans and corn

Leverage the unique characteristics of our product lineup as a strength



Solid progress in registering biorationals in Europe



Leverage our peripheral businesses around agrichemicals toward growth in biorationals



fields of pyrethrum in Tasmania, Australia

Solidify our position as a world-class player in cutting-edge photoresist and high-purity chemicals



Dongwoo Fine-Chem Iksan Plant and Research Laboratory

South Korea

- Launch of performance chemicals for advanced memory
- Expand the lineup at South Korea photoresist site

China

India

- Planning for commercialization of high-purity chemicals

Taiwan

- Expansion at the new site (Kaohsiung)

- Semiconductor chemicals
- Photoresist

The semiconductor business is steadily expanding
To achieve sustainable growth in advanced fields,
make proactive and upfront investments in "advanced development,"
"advanced quality," and "mass production".

Japan

Enhance the capabilities of our photoresist mother plant in Osaka

- Decided to establish a next-generation EUV technology center
- New building for research and evaluation and advanced photoresist lithography tool began operations
- Accelerating development in advanced fields through DX, R&D and expanding workforce

Deepening Japan-South Korea development collaboration at the "Advanced High-Purity Chemical Center," which fully launched in 2025

- Developed IPA recycling technology. Enhanced productivity of hydrogen peroxide.

Planning to introduce advanced performance chemicals



Asia Union Electronic Chemical Corp.

US

- Expansion at the new site (Nevada)

- Texas site
Began full mass production



Sumika Semiconductor Materials Texas

Expand business domains (territories, solutions) through M&A in semiconductor chemicals

Sumitomo Chemical's strengths

Technological development

- World-class process and analysis technologies supporting cutting-edge semiconductor technology

Supply

- Global infrastructure built out through upfront investments in locations close to customers

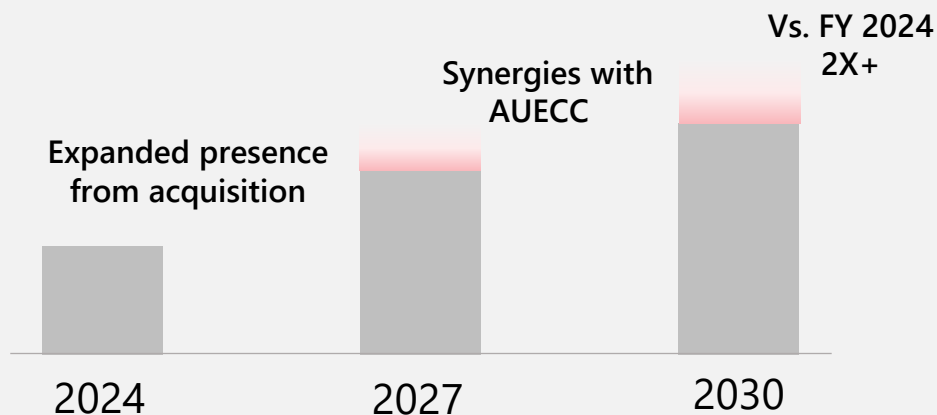
AUECC's businesses

- Broad product lineup including specialty fields
- Presence in Taiwan and Western US
- Global customers and distribution network

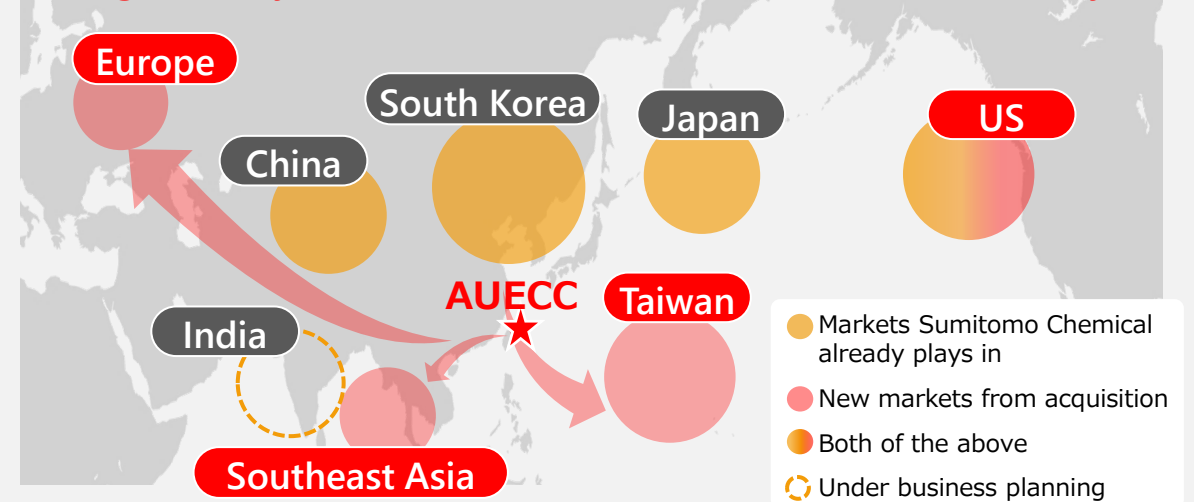


Business plan for semiconductor chemicals

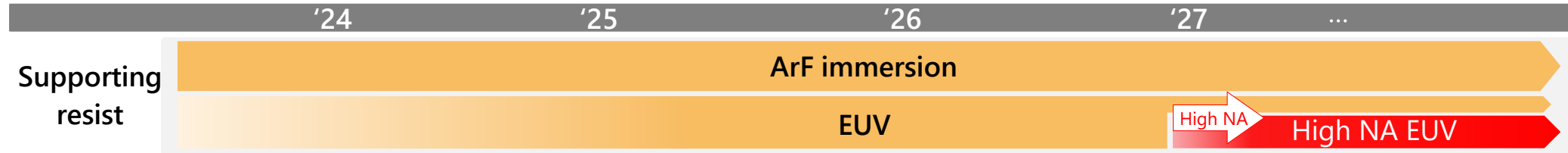
■ Approximation of business contribution from acquisition of AUECC



High-purity chemicals: Expansion of business territory



Create proprietary cutting-edge resists based on our new platform development and expand share



Alkaline development with negative resist (ArF immersion)

- ✓ Change some of the ArF immersion resist development steps to an alkaline development method to reduce costs and environmental impact
- ✓ Advance global top-class ArF immersion resist technology to achieve improved resolution
- ✓ Aim to expand the addressable application range by leveraging advanced ArF lithography tool, which began operation in 2026.

Strengths

Alkaline development

Process cost down and
Reduction of
environmental impact

Negative type

Better for forming
specific patterns

Organic molecule resist (High NA EUV)

- ✓ To support ultimate miniaturization of semiconductors, design resist materials at molecular size
- ✓ Applicability to next-generation, cutting-edge logic process technologies under consideration; aim to obtain certification in the first half of FY2027. Establish position as the de facto standard, starting with this application.

Strengths

Metal-free

Affinity with existing
processes

Molecule: <1nm

Achieves miniaturization

Contrast

Target **20%** share by volume in cutting-edge resist

AI semiconductors are in a phase of sustainable growth and the market is expanding for advanced back-end process materials that support higher integration, higher performance, and bigger size

Maximize the use of our core technologies (advanced organic synthesis, formulation, precision film processing, etc.) to steadily advance the development, commercialization, and sales expansion of back-end process products. Aim for these products to account for more than 10% of our semiconductor business sales in the early 2030s.

Packaging materials

Favorable feedback from customers for next generation

Next-generation thermal management materials

Substrate materials

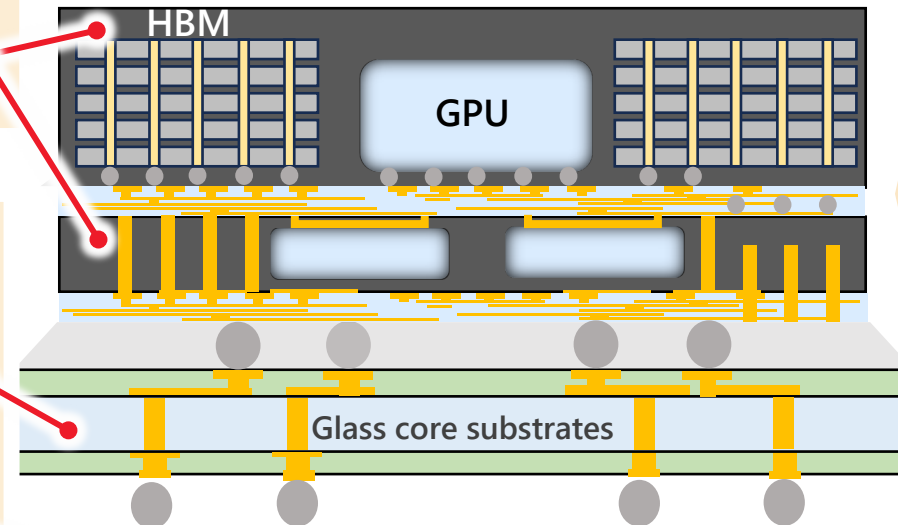
Advance commercialization. Remain open to possibility of collaboration with partners.

Glass core substrate materials

For printed circuit boards (PCBs)

PCB Chemicals

Materials for AI semiconductors



Next-generation process materials

Glue cleaner

High performance glue cleaner

High-resolution & Thick i-line photoresist

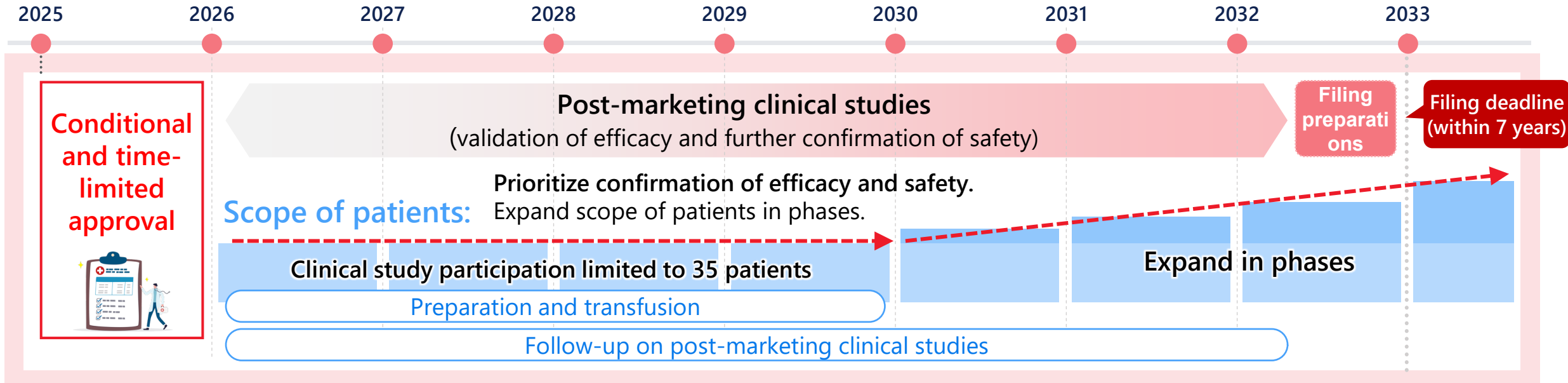
Relative materials of temporary bonding de-bonding process for high-stack applications

High-purity Alumina

In mass production (blue). Under development (red).

iPS cell-derived therapy for Parkinson's disease patients

Obtained conditional and time-limited approval in Japan. Prioritizing the acceleration of clinical studies aimed at winning formal approval.



About conditional and time-limited approval

Approval conditioned upon the collection over a set period of time of additional clinical data (efficacy and safety)

Conditions

Post-marketing clinical studies
Post-marketing surveillance

Deadline

7 years (end of FY 2032) from approval

About post-marketing clinical studies

Clinical studies conducted after obtaining conditional approval that are designed to collect the efficacy and safety data needed to obtain formal approval

- **Transfuse into 35 patients**
- **Follow up**
(Monitoring of 35 transfusion patients)

We expect it to grow into a global **blockbuster (more than 100 bn. yen in sales)** in the 2030s

Execute balanced growth measures designed to maximize benefits from minimal investments

Advanced small molecule APIs CDMO

Continue full operations leveraging comprehensive support capabilities
Maintain **leading domestic** positioning

Toward GMP at Koëi Chemical multi-purpose plant

Utilize existing equipment to shrink incremental investment
Secure cutting-edge manufacturing site

Koëi Chemical (Chiba)

From the next medium-term plan onward, capture demand from customers overseas and grow into global CDMO

Oligonucleotide CDMO

Spreading reputation as **industry leader in quality**
Utilization up substantially as growth momentum builds

Strengthen activities at SC-AMSA (US)

Lock in customers from initial phases of development
Powerfully support early commercialization and market expansion

SC-AMSA

SC-AMSA (US)

Our proprietary leading quality
Further raise awareness of long-chain RNA and become leading long-chain RNA CDMO

Regenerative medicine/cell therapy CDMO

Frontrunner in commercialization of iPSC
Contract orders expanding steadily
Reached 5 consecutive years of profitability

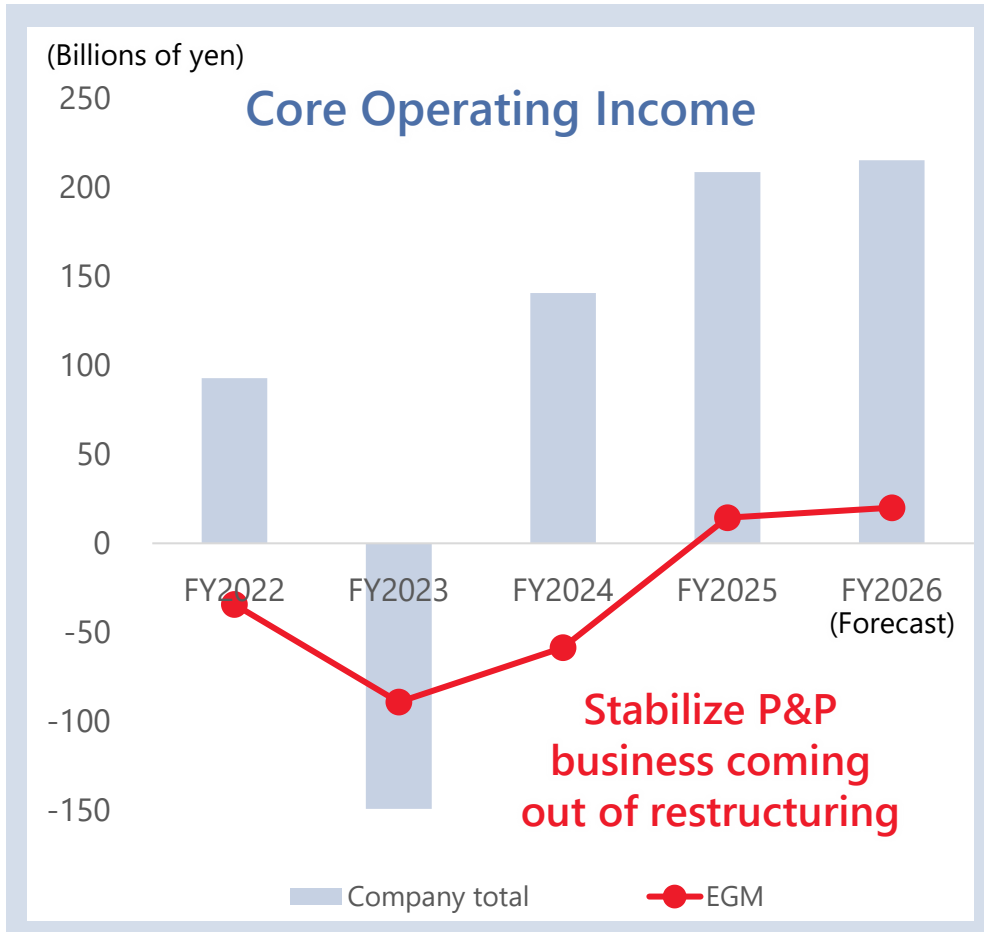
Begin construction of Plant No. 4 (utilizing subsidies)

Expect to reach full utilization shortly after launching Plant No. 3
Utilize subsidies to shrink incremental investments

Illustration of Plant No. 4

Leverage production capacity of 10 bn. yen in sales to further expand business

Downscale commodities and concentrate on high value-added products to strengthen Essentials business infrastructure
 Advance further restructuring through alliances with other companies



Optimize operations at Keiyo Ethylene (by the end of FY 26)

- ▶ Improve profitability by lowering fixed costs and raising utilization rates

Integrate businesses into Prime Polymer (effective July 2026)

- ▶ Establish a solid competitive edge through integrated operations

Petro Rabigh

Completed share disposition (reducing our stake by 60%) and a series of financial improvement measures

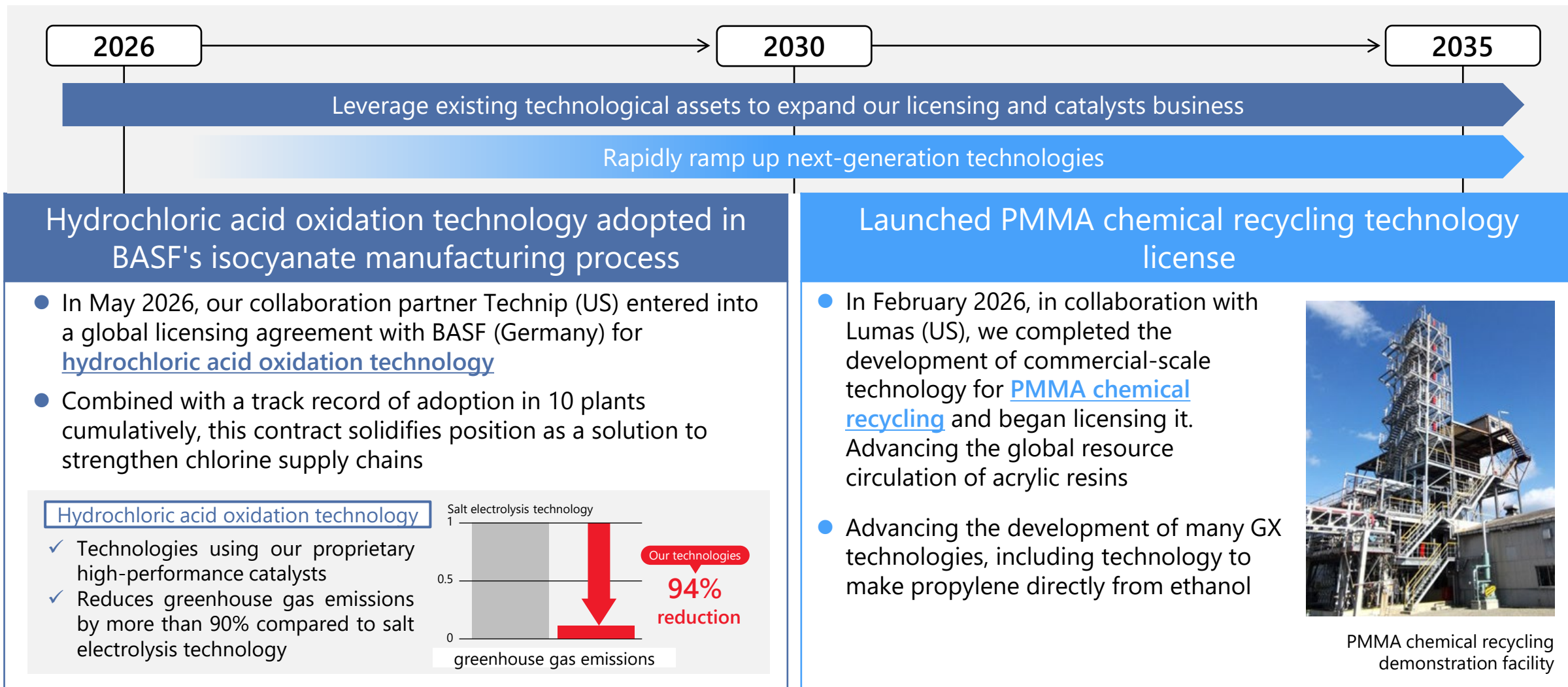
Singapore restructuring

Upstream: PCS: Optimize production and continue to review sales mix

Downstream: TPC: Expand sales of high value-added grades and shift sales geographies

SCA: Concentrate on strong earnings fields within MMA

Expand licensing and catalysts business by capturing demand from growth in emerging countries while we contribute to global Green Transformation (GX) with next-generation technologies





Section

03

Strengthen management base

Making solid progress operating new investment management processes:
 Restrain investments and concentrate resources in growth drivers.

Investment and business decision-making rooted in rigorous risk management | Monitoring for flexible strategy operations

Data-driven

Quantify risk based on probability distributions across a diverse range of scenarios

Objective

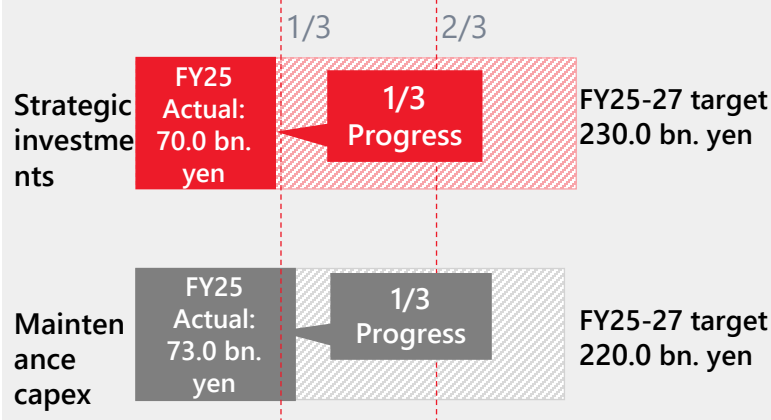
Place importance on third-party expert opinions about market trends and competitive advantages

Agile

Adopt continuing milestone KPIs that capture early warning signs

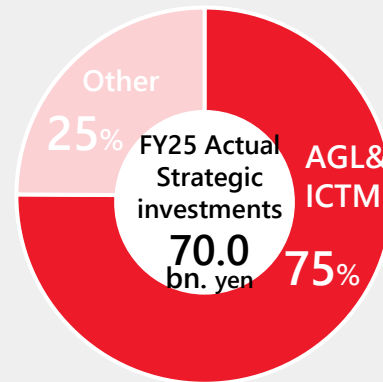
Roughly **1/3 progress** toward 3-year plan. About **75%** of strategic investments earmarked for growth drivers.

Progress in FY25 capital expenditures, loans and investments



FY25-27 plan for capital expenditures, loans and investments: total 450.0 bn. yen

Allocation of strategic investments into growth drivers



FY25-27 allocation target: **78%**

Use case of new investment management processes

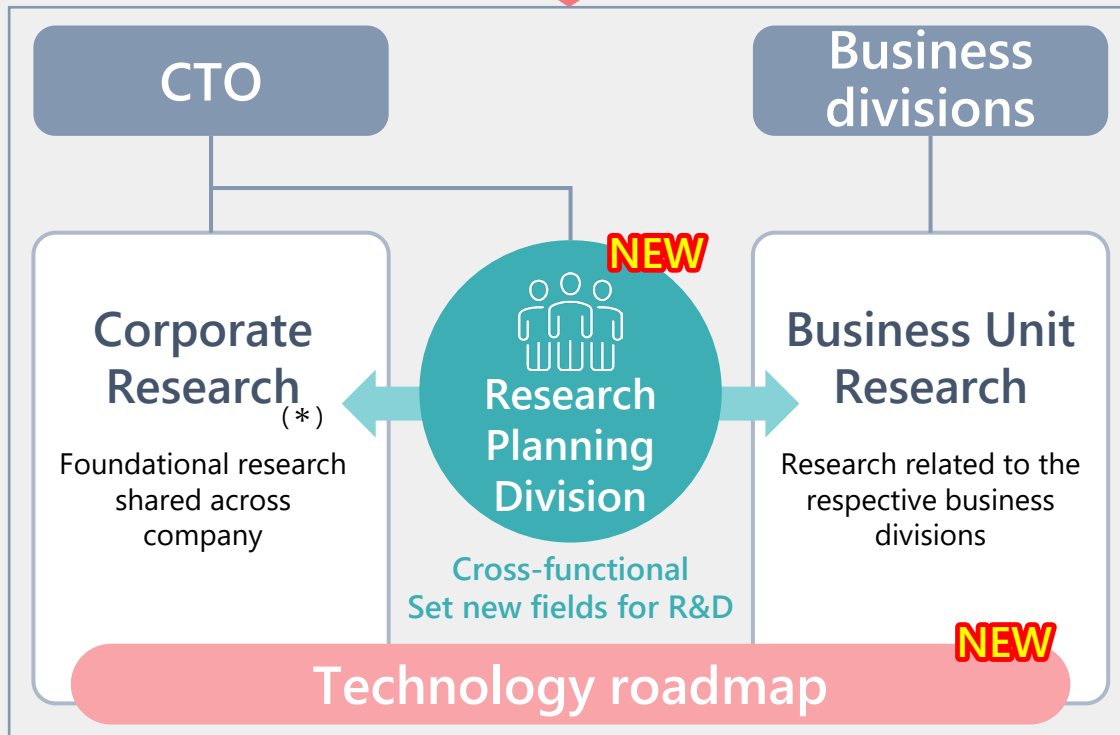
- **Investment decision: Acquire semiconductor process chemicals company**
 - ✓ Rigorous and objective evaluation of risks and synergies through multi-faceted simulation analysis and collaboration with experts from inside and outside the company
 - ✓ Advanced acquisition contributing to strengthening of the semiconductor materials business through quick and rational decision-making
- **Monitoring: Managing progress and pivoting strategy for important strategic matters**
 - ✓ Ongoing monitoring of milestone KPIs for important strategic matters in the execution phase (approx. 75.0 bn. yen)
 - ✓ Quickly ascertain any changes in the market or risks and review business strategies as needed to maximize investment returns

Prepare companywide strategic organization to advance structural reforms in R&D

Overview of new organization(Effective April 2026)

Companywide research strategic committee NEW

Decision-making and monitoring



(*) Integration of some research labs

Aims of the reorganization

Newly formed **companywide research strategic committee** as a decision-making body

- Unify planning and operation of **companywide development strategy reporting directly to the management team**
- **Monitoring of companywide R&D**, including Go/No Go decisions on important projects

Newly formed **Research Planning Division** tasked with **cross-organizational functions**

- Lead R&D **restructuring and strategic investments** from a **companywide perspective**

Formulate **technology roadmap** to support growth strategies

- **Rigorously select development targets** for corporate and business-unit research
- Strengthen **ties between business strategy and R&D strategy**

Prioritize investment of R&D resources into projects where we can win

Accelerate generative AI-driven reforms and become an AI native company

DX NEXT empowered by AI



Accelerate democratization of AI

More advanced use of AI and value creation

Monitor and promote greater utilization

- Monitoring via dashboards
- Training on the use of generative AI

Generative AI active users: Approx. **60%**
(up **1.5x** yoy)

Democratization of AI leveraging custom apps

- Built 750 apps within 3 months from release of the function with 300 of those apps shared within the company
- Permeate the feeling that anyone can make and use AI

Deploy AI across a diverse range of use cases and drive work efficiencies

- Capable of changing use of LLM based on application
- Dramatic productivity gain in shared tasks through release of image generation and meeting-minutes functions

Leveraging internal knowledge

- Companywide search queries of internal information using RAG*
- Enhance quality and speed of advanced decision-making including Executive Meetings

*Retrieval-Augmented Generation

Introduce next-generation AI

- Introduce AI agents
- Accelerate autonomous and automated work processes



Aiming to launch 5 products during the medium-term plan period, including the new digital product YAOYASAN

Digital networking platform for natural materials

Biondo

Leverages Sumitomo Chemical's advanced chemical analysis technology and abundant data to **uncover the functional ingredients** included in natural materials and develop that information into a **database**. The platform **connects buyers and sellers** of materials. The service was released broadly in July 2024.

Collects data on natural materials and functional ingredients.



Data



Core technologies

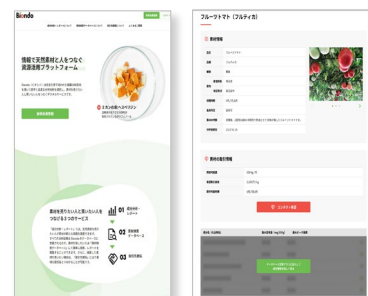
Sumitomo Chemical's advanced chemical analysis technology



Service

Platform-based matching service

Actual service screenshot



Digital platform supporting agricultural management



A digital platform that combines the website launched in 2023 with multiple agriculture-related apps.

- ✓ Website: library and information on subsidies, etc.
- ✓ Apps: pest diagnosis apps / YAOYASAN (produce market prices information app), etc.
- ✓ Loyalty program: Tsunaagu Points



青果市況情報
YAOYASAN

An app that **allows you to check the latest market prices information and trends in wholesaler prices** for fruits and vegetables. In October 2025, we started a **paid service for market price analysis**, featuring additional functionality and usability improvements



Connecting people around resources. Connecting businesses.
And connecting to a sustainable future.

Becoming a platformer for Japanese agricultural information.

Increasing ties between executive compensation and business performance and capital efficiency and further strengthening management discipline

Increased share of variable remuneration

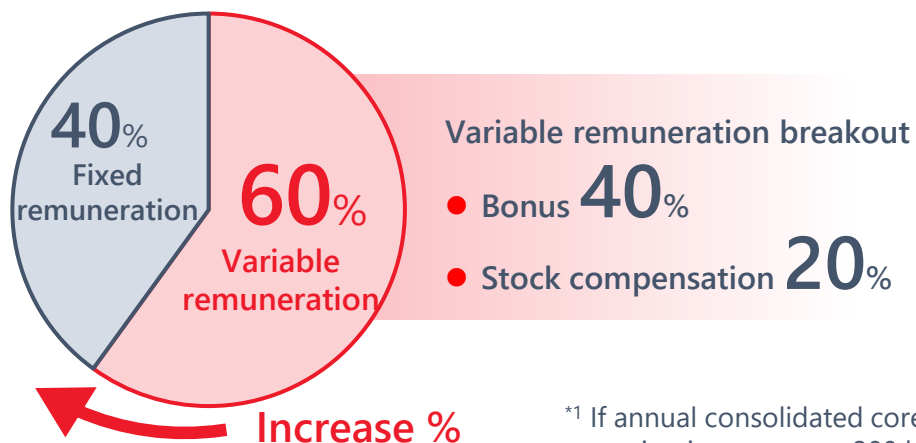
Purpose

Strengthen incentives tied to business performance

Revisions

Review mix of fixed and variable remuneration and Increase the share of variable remuneration

■ Post-revision remuneration mix*¹



*¹ If annual consolidated core operating income were 200 bn. yen

Introduce coefficient for ROIC achievement

Purpose

Rigorous ROIC-oriented management

Revisions

Add ROIC achievement coefficient to formula for calculating variable remuneration bonus

■ Bonus calculation formula

{Consolidated business performance KPI*² × Coefficient*³} × ROIC achievement coefficient

《ROIC achievement coefficient》

Flex bonus amount based on coefficient set within the range of 0.8 to 1.3 based on ROIC

*² Consolidated business performance KPI: Core Operating Income + Financial P&L (dividend income, net interest, etc.)

*³ Coefficient: Higher for higher-ranked executives

Accelerate reorganization of listed subsidiaries and affiliates from a best owner perspective

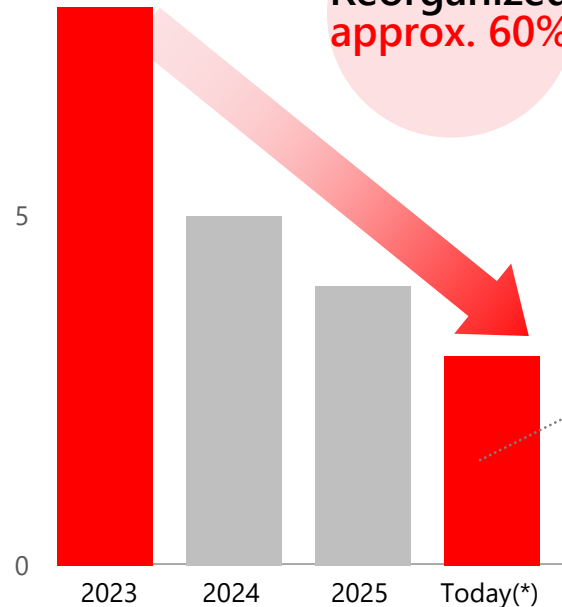
Number of listed subsidiaries and affiliates in Japan

(No. of companies)

10

Vs. end of FY 2023

Reorganized
approx. 60%



(*) Reflects publicly announced deals

Sold

- Shinto Paint (FY 24)
- Sumitomo Bakelite (FY 24)
- Inabata (FY 24)

Sold all or some shares, based on best owner perspective

Made wholly owned subsidiary

- Tanaka Chemical (FY 25)

Supported rebuilding management by accelerating technological development in EV battery materials

NEW

- Koei Chemical (Planned for FY 26)

Expand CDMO Businesses leveraging Koei Chemical's cutting-edge equipment

Remaining companies still under study

Basic thinking

- ✓ Parent-subsidary listing remains an option in cases where it helps maximize enterprise value through business growth and synergies based on the strategy of the corporate group.
- ✓ **Placing greatest importance on building growth models best for each company** while maintaining discipline and respecting the rights of minority and other shareholders

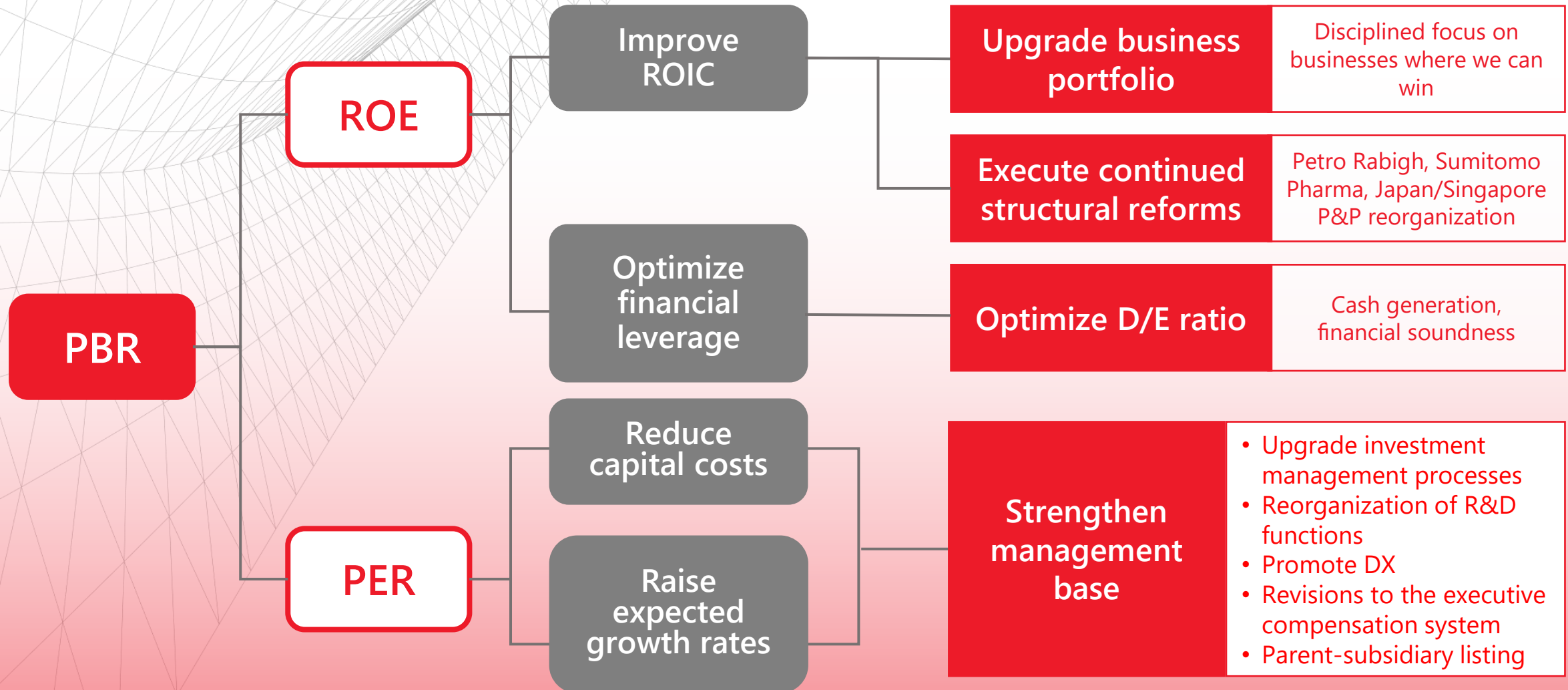


Section

04

Epilogue

Continue to improve capital efficiency and enhance enterprise value over the medium to long term



- In FY25, **our business performance recovered strongly**, and we made **further progress in strengthening financial standing**, steadily laying the groundwork for future growth.
- **Portfolio restructuring advanced**, positioning life sciences and advanced electronic materials as core businesses.
 - Growth drivers—Agro & Life Solutions and ICT & Mobility Solutions—accounted for the majority of earnings, **accelerating the shift toward a portfolio led by world-class businesses** such as biorationals and advanced electronic materials.
 - **Strengthening semiconductor materials business to meet growing AI semiconductor demand.**
 - Advanced Medical Solutions made steady progress in **building a foundation for long-term growth.**
 - Essentials & Green Materials **has advanced structural reforms and is shifting toward an IP- and licensing-driven business model.**

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.