



Business Briefing

Opening Remarks

September 9, 2025

Sumitomo Bakelite Co., Ltd.

**Chairperson and Representative
Director**

Kazuhiko Fujiwara



Business Briefing



Message from the President

September 9, 2025

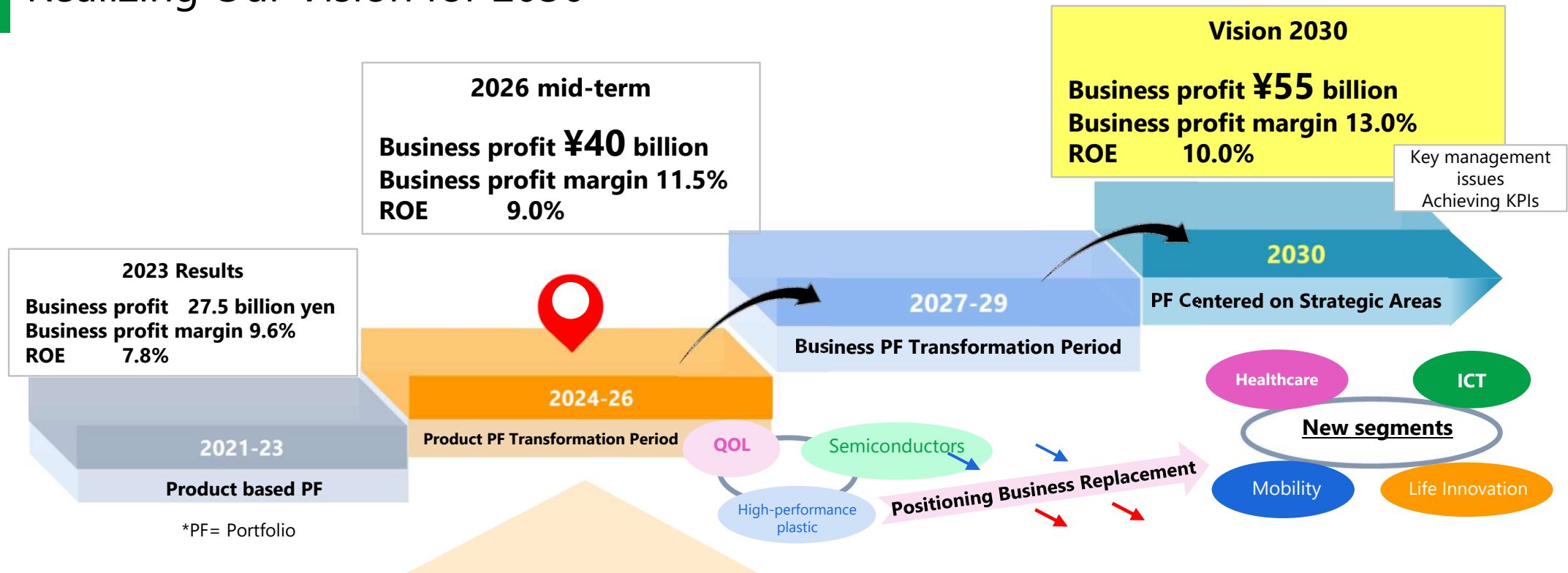
Sumitomo Bakelite Co., Ltd.

President and Representative Director

Shinichi Kajiya

Realizing Our Vision for 2030

SUMITOMO BAKELITE CO.,LTD.



Medium-Term Policy

Aiming for a niche & top share position, we are taking on the challenge of portfolio reform that leads to value creation.

Medium-Term Strategy

Strengthening profitability of existing businesses

Creation of new products and solutions

Maximization of individual autonomy and company-wide capabilities

Expansion of smart factories, utilization of DX and AI, reorganization of production bases

Acceleration of external collaboration and promotion of project development

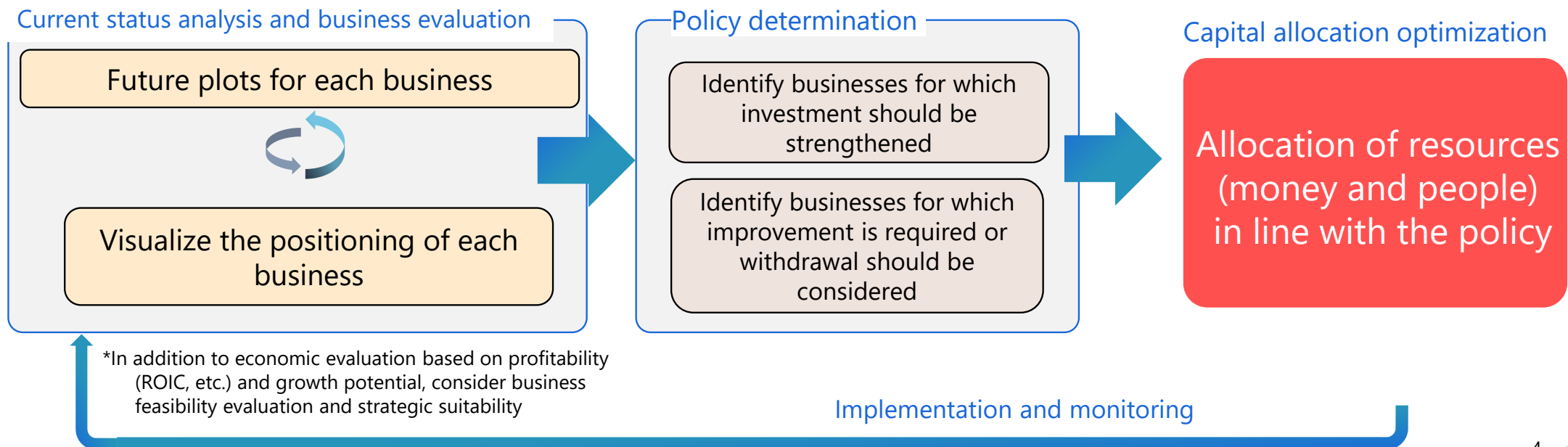
Providing solutions through One Sumibe

Enhancing corporate value through value creation (sustainable growth)

Reforming the Business Portfolio

In the Medium-Term Plan 24-26, we will complete the product portfolio transformation
In the next Medium-Term Plan, we will implement the business portfolio transformation

For our business portfolio transformation, we're outlining a concrete business structure based on our "Vision for 2030," aimed at rapidly promoting sustainable growth and enhancing corporate value.

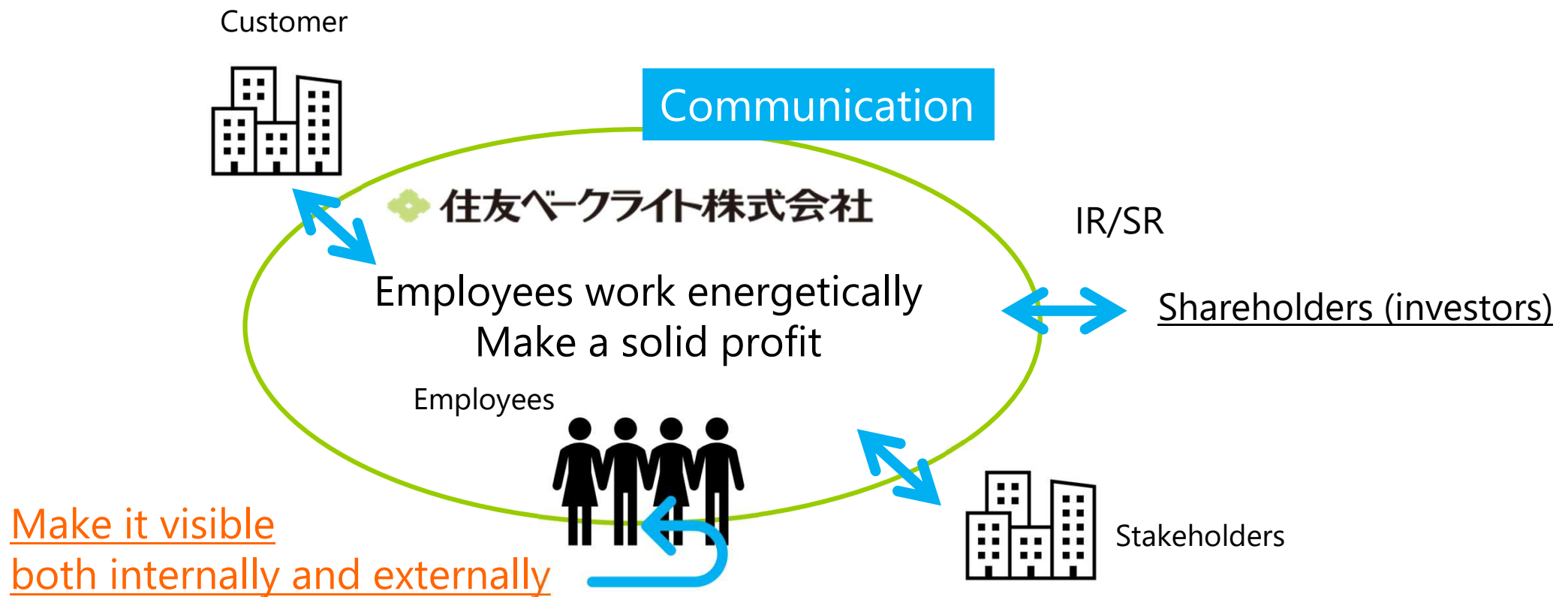


Creating a Virtuous Cycle of Increasing Corporate Value



Strengthen Internal and External Communication

◆ SUMITOMO BAKELITE CO.,LTD.



Communicate activities to maximize corporate value both internally and externally
Strengthen communication both internally and externally

Business Briefing

Semiconductor Materials

September 9, 2025

Sumitomo Bakelite Co., Ltd.

Director, Senior Managing Executive Officer

Keisuke Kurachi

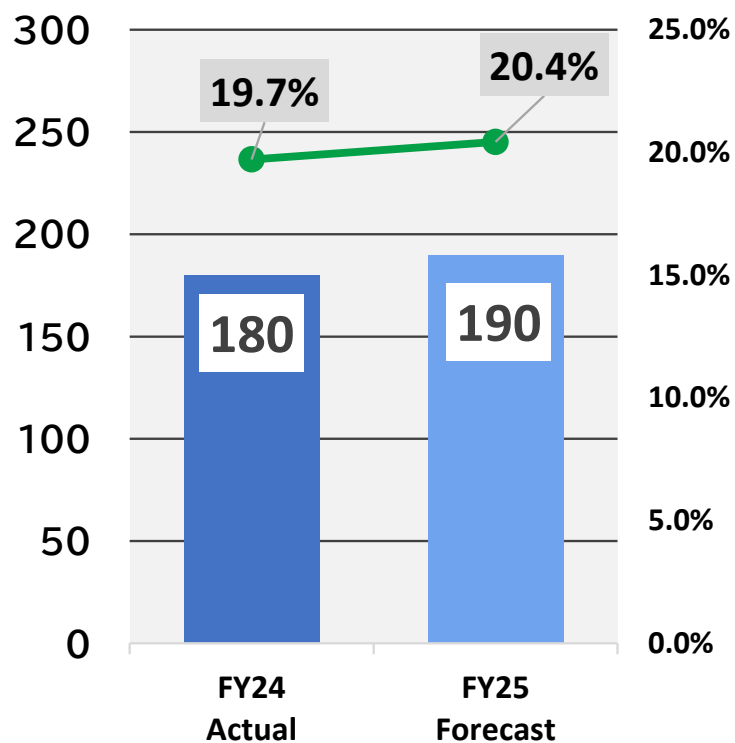
Overview of Semiconductor Materials

FY2025 Forecast

Business profit ¥19 billion

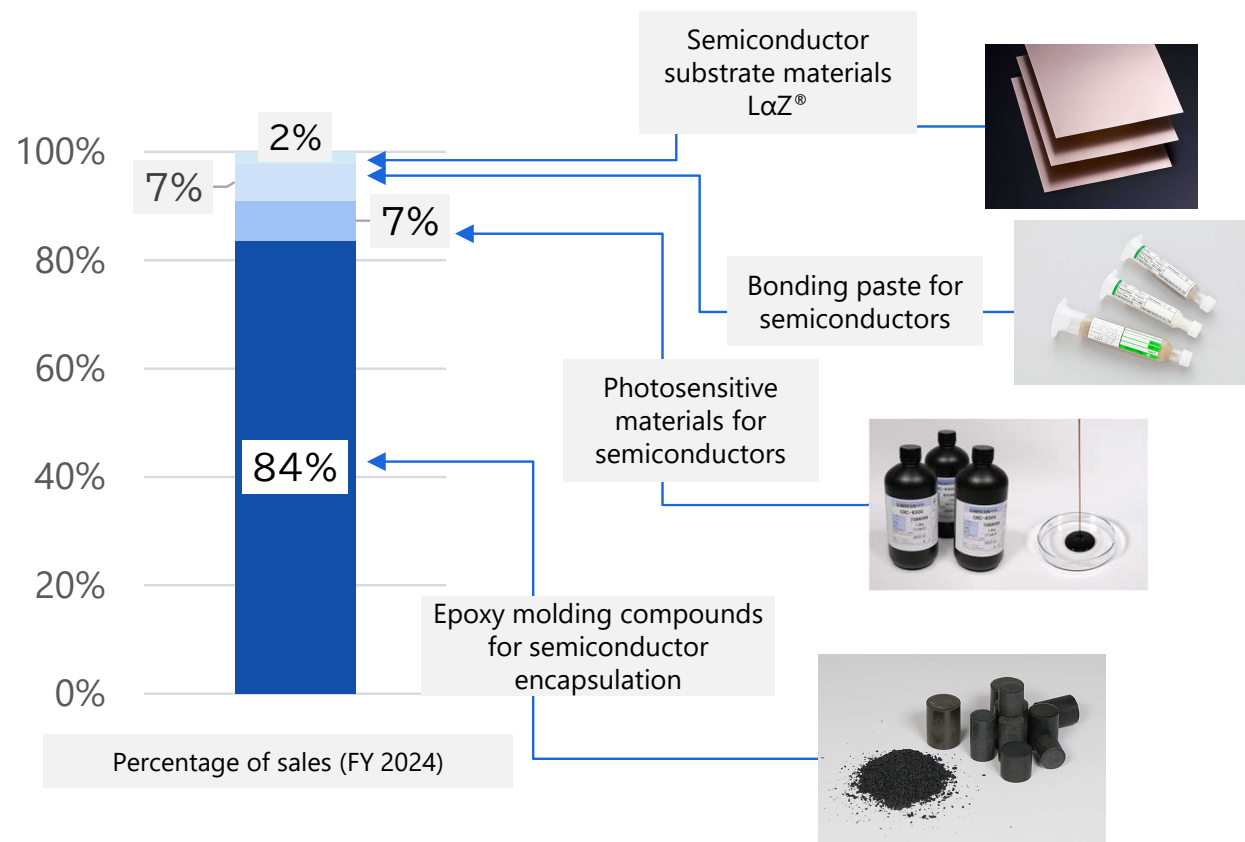
Business profit margin 20.4%
(Revenue ¥93 billion)

(0.1 billions of yen)



Business profit and Business profit margin

Major products and sales composition



FY 2025 Outlook and Initiatives

■Semiconductor market:

- Growth in China continues unabated; Taiwan and Southeast Asia spots recover
- Accelerated customer evaluation in the Indian market

■Full-scale operation at new plant in China to meet growing demand

- Accreditation is on track, production and sales underway; Reach full capacity within the year

■AI-related: Expansion for mid-tier applications (robots, drones and vehicles)

- Three categories are under evaluation, with steady development and application expansion

■Expand development and sales in areas of strength (AI and power mobility)

Promote development by strengthening external collaborations (e.g., co-creation research institute with Tohoku University)

Establishment of a department specializing in the development of power-related materials to develop products that meet customer needs

- Growth of power devices around AI

Growth in the Chinese Market

◆ SUMITOMO BAKELITE CO.,LTD.

Rapid expansion of **in-house semiconductor production** due to revitalization of the Chinese market

(Activating fields) •NEV market •Chinese smartphones •AI related •Robotics, etc.



New plant in Suzhou,
China

Utilizing AI, IoT, and robotics
New plant with equipment to meet growing demand

**Successful certification evaluation,
production and sales begin**
-> Full operation within the year

Business Trends: 2030 Megatrends

SUMITOMO BAKELITE CO.,LTD.

•DX: Digital Transformation •GX: Green Transformation

DX

GX

① Advanced information processing equipment



AI (Cloud, Edge) High-speed communications
Blockchain Data center, server

② Car electronics



Infotainment Autonomous driving
Inverter **Power Module**

③ **Mobility** equipment



Motor ECU, TCU
Storage battery Power supply

④ Mobile devices



AR/VR Smartphones and tablets Wearables PC

⑤ Robotics



Collaboration Drone
Telemedicine Surgical support

⑥ Renewable Energy



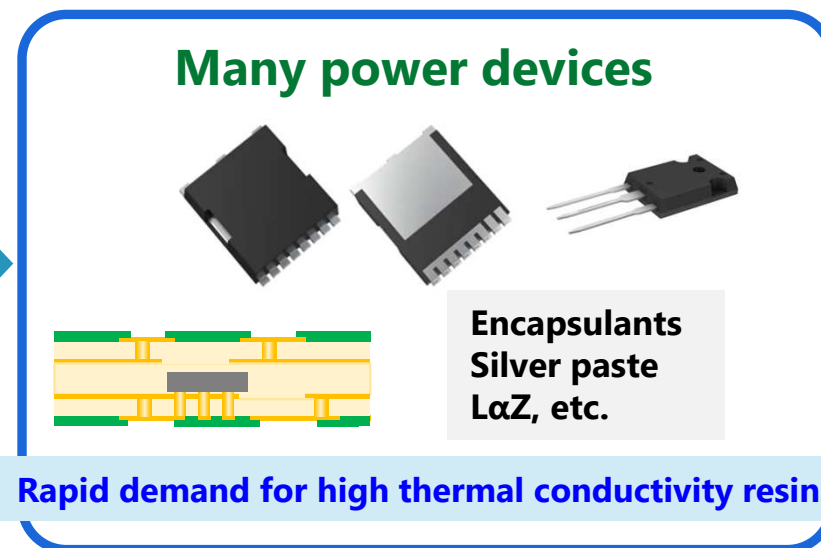
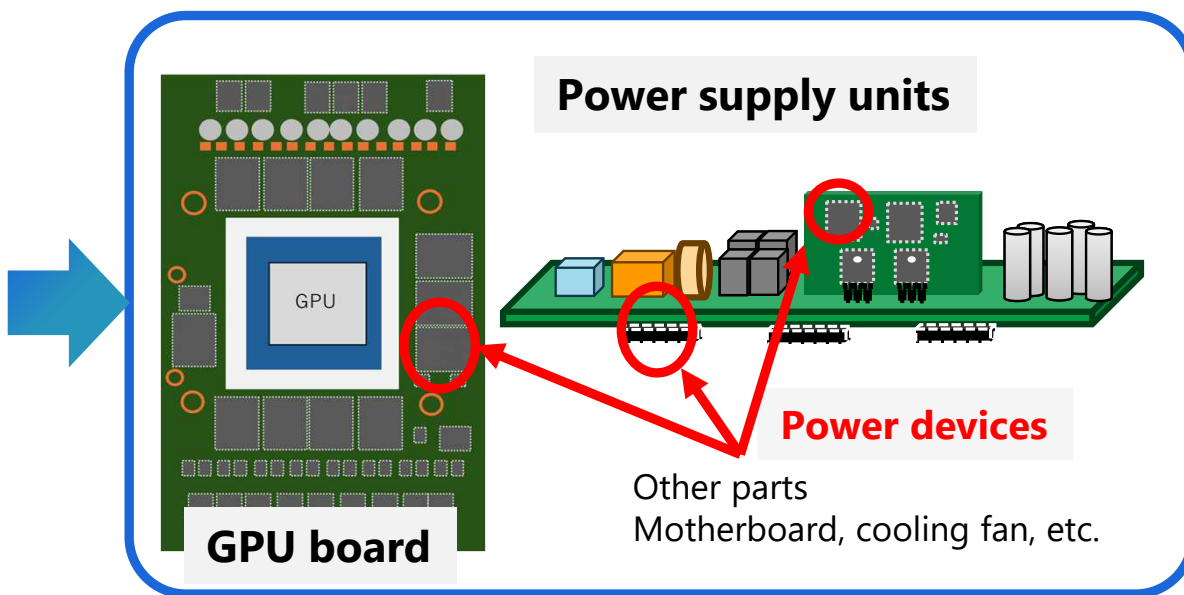
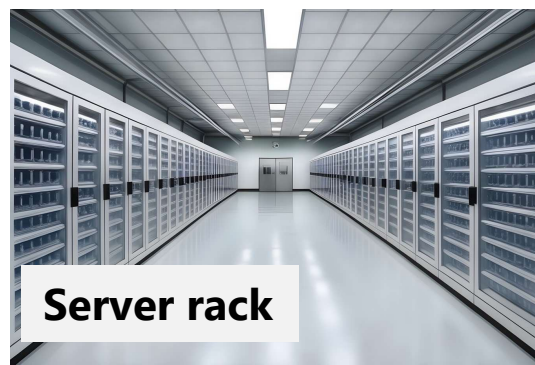
Photovoltaic power generation Wind power generation
Hydrogen Carbon dioxide

Three areas of focus and enhancement: AI, Power, and Mobility
Region: China and India

AI Datacenter Configuration

SUMITOMO BAKELITE CO.,LTD.

Expanding use of our company's power products in power-hungry data centers



Project ⇒ OneSumibe Activities ⇒ Development Department

◆ SUMITOMO BAKELITE CO., LTD.

Our proof-of-concept approach to customer products generated a great response and expanded business

e-Axle

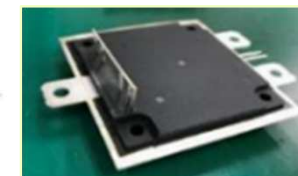
Next generation electric axle
Project Team
(2020/1~2025/3)



Inverter



Power Module



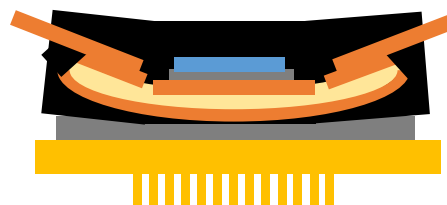
Unique structure using resin
Demonstration proposal very popular



OneSumibe
Power Module Team
(2024/4~2025/3)

General power module
Ceramic insulation + full sinter material

Large warpage due to CTE mismatch



Encapsulants



Resin insulation sheet



Semi-Sinta material



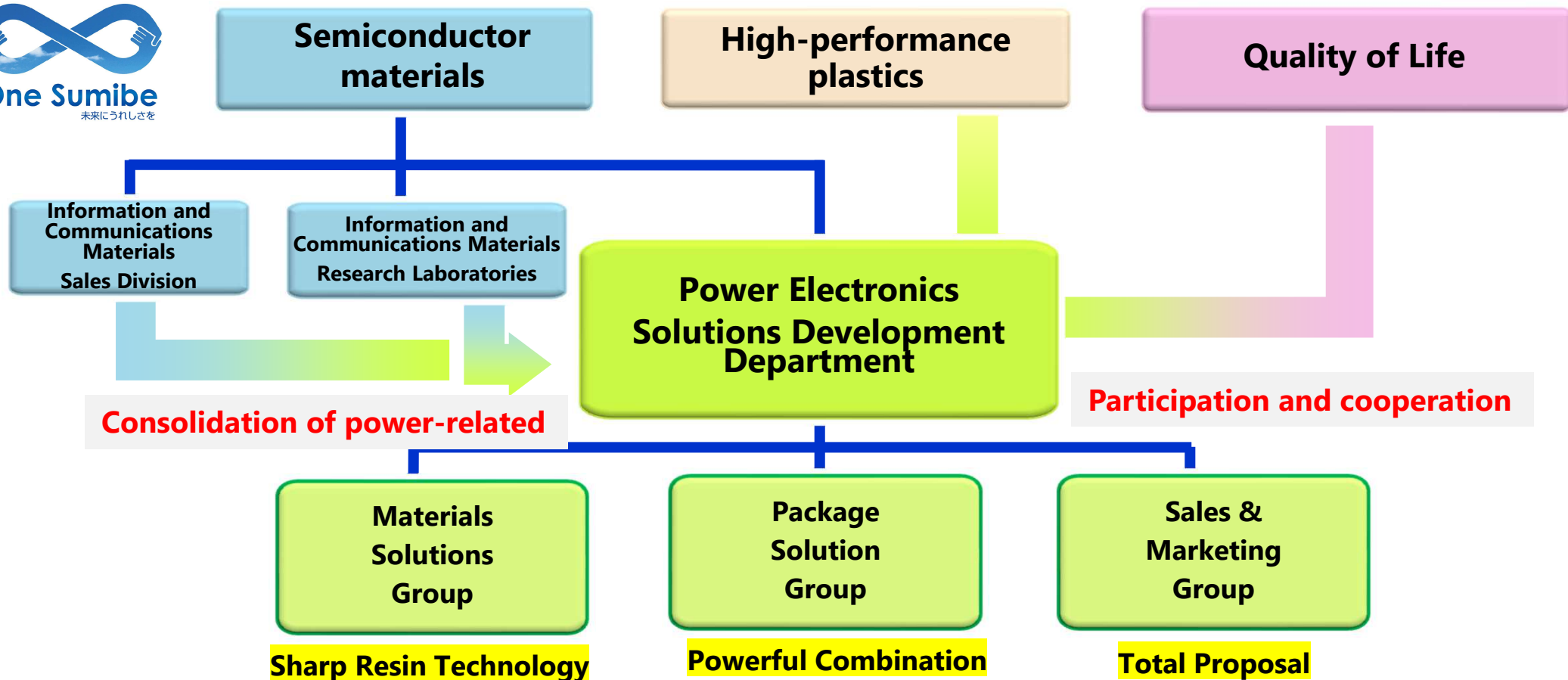
Warpage ◎
Reliability ◎
Thin ◎
Heat
Dissipation ◎

Expansion of projects through total solution proposals

New Power Organization Established April 2025

◆ SUMITOMO BAKELITE CO.,LTD.

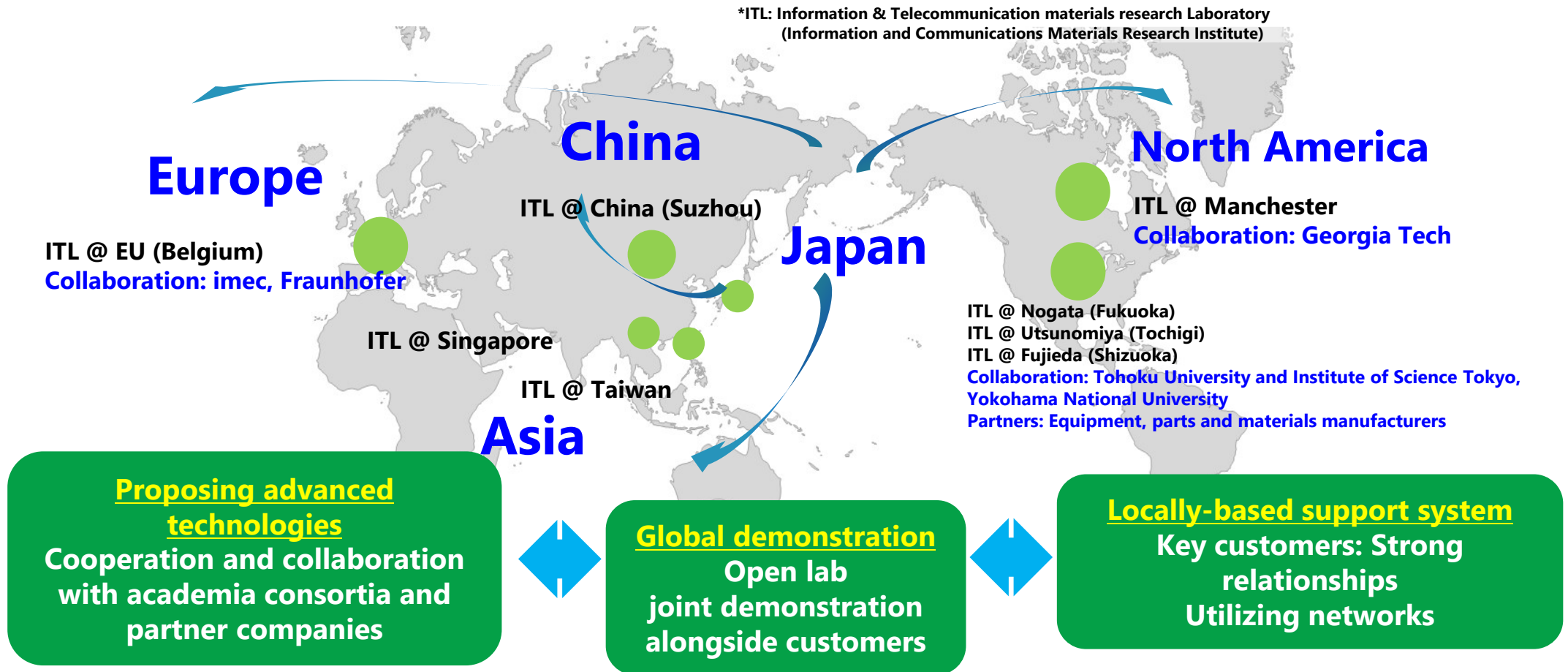
Consolidation of power-related R&D, sales, and marketing from OneSumibe activities to the Development Department



Customer Support System through Open Laboratories

SUMITOMO BAKELITE CO.,LTD.

Supporting customers and partners around the world





Business Briefing



High-performance Plastics

September 9, 2025

Sumitomo Bakelite Co., Ltd.

Director and Senior Managing Executive Officer

Takashi Kobayashi

High-performance Plastics

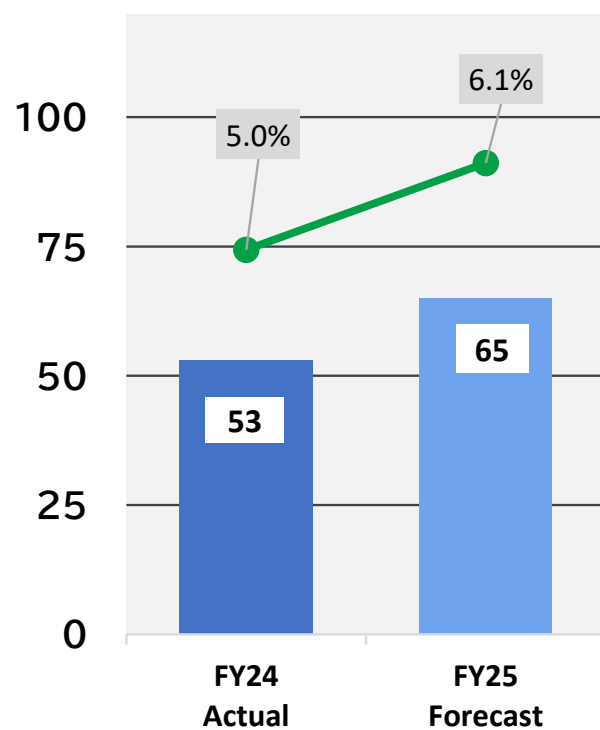
 SUMITOMO BAKELITE CO.,LTD.

Forecast for FY2025

Business profit 6.5 billion yen

Business profit margin 6.1%
(Revenue 107 billion yen)

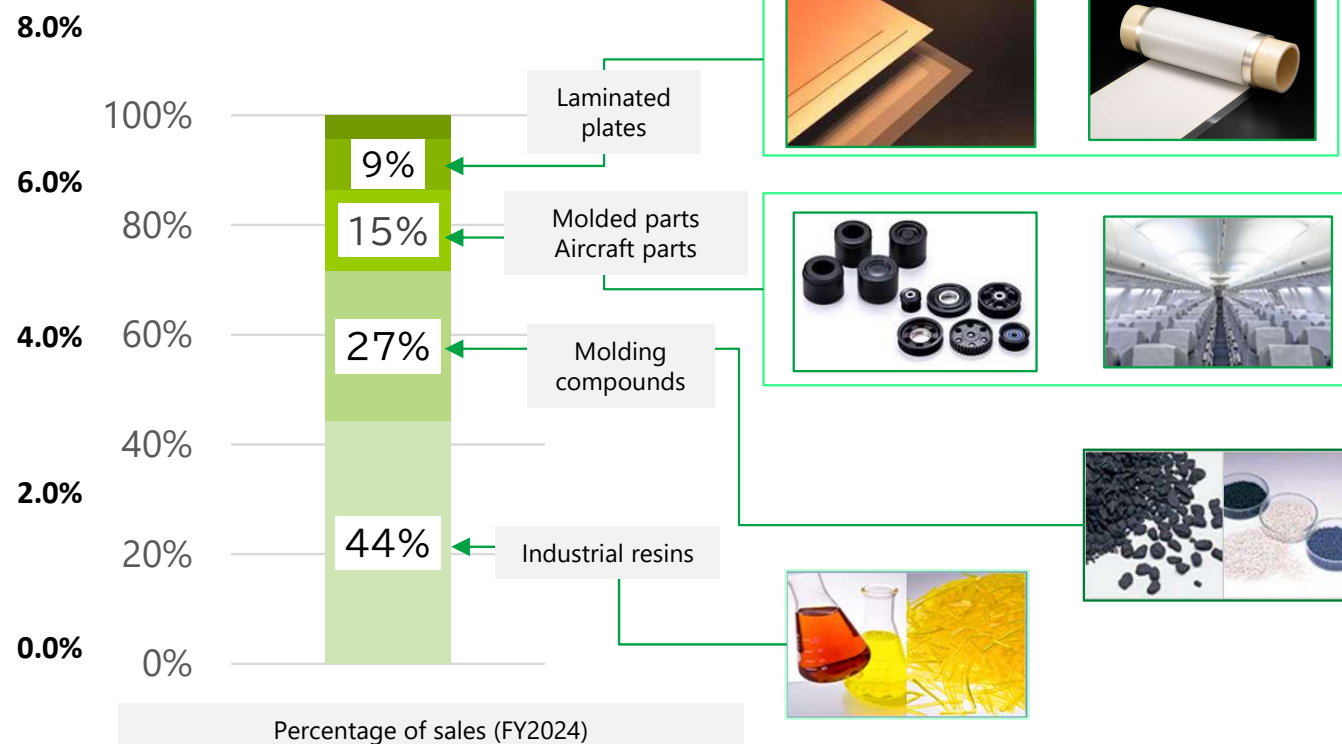
(0.1 billions of yen)



Business profit and business profit margin

Efforts in FY2025

- Improved profitability in North America by implementing structural reforms
- Increased sales in areas of strength (semiconductors, aircraft components, mobility, environmental friendliness)



Strengthening Profitability in Existing Areas (Structural Reforms)

◆ SUMITOMO BAKELITE CO.,LTD.

Improve profitability by correcting unprofitable products, reducing production costs, and improving productivity

Items	Regions	Details of implementation
Rectification and withdrawal of unprofitable products	North America	Centered on general-purpose phenolic resins
Optimization of production sites	Japan	Group companies (molding compounds) integrated into Shizuoka Plant
	Asia	Building the optimal production system for molding compounds in Asia
Production line integrated	Europe	Belgian plant (molding compounds) production line optimized



**State-of-the-art automated equipment at
China Nantong plant**

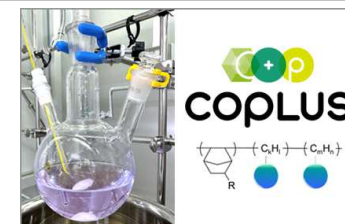
Portfolio Transformation to High-Value-Added Products

(Sales Expansion and Development of Products in Strengthened Areas)

 SUMITOMO BAKELITE CO.,LTD.

Electric vehicles (batteries, e-Axle, various electric parts)

Development of high-voltage, high-heat-resistance materials to meet the evolution of electric vehicles; start of sample shipments



Expansion of COPLUS[®] applications

Semiconductors

Adoption of COPLUS[®] (cycloolefin polymer) for AI semiconductors

Business expansion of liquid epoxy casting materials for power modules

Successful use of heat dissipation materials for automotive applications. Evaluation of next-generation products underway



Thermal management material

Liquid epoxy casting material

Power module material

Aircraft

Commenced mass production of cargo liners for Europe. Proactively proposing biomass materials, etc.

Environmentally friendly materials

Ultra-low monomer water-soluble phenolic resin used in semiconductor-related applications

Started offering customers new environmentally friendly products for brakes that meet Euro 7 regulations



[New value]
Low odor
Free from regulations
Explosion-proof

Development of new applications with ultra-low monomer water-soluble phenolic resin

Solutions for Electric Vehicles

◆ SUMITOMO BAKELITE CO.,LTD.

Contributing to carbon neutrality in mobility with basic technologies

Technologies cultivated in internal combustion engines and insulation components



xEV:
Integrated electric (EWP, EPS, EOP)

Pulleys, bearings, covers



EV Vehicle:
(Fuse Case)

High dimensions

High sliding

xEV: Battery structure

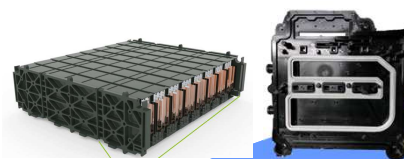


High strength

Fire resistance

High insulation

Use of resin for large parts



High strength and rigidity

xEV: Electronic components



Ultra-high insulation and high heat resistance

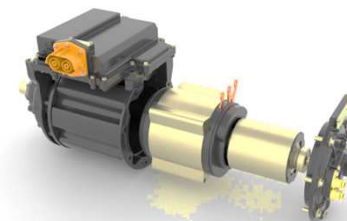
Combination

Environment-friendly technology

Recycling



■ Resinized e-Axle



■ Resin-made batteries



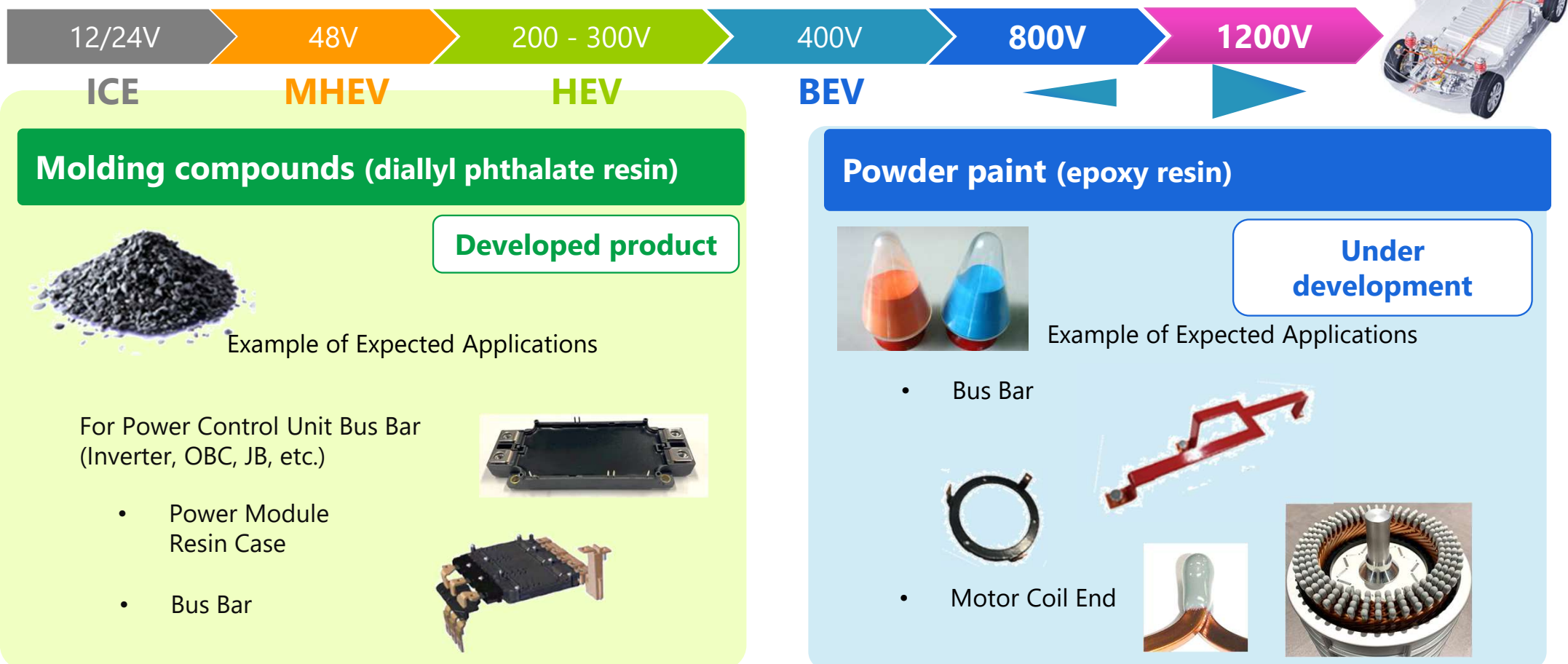
■ Non-in-vehicle and compact mobility



Solutions for Electric Vehicles: High Voltage and High Heat Resistance

OMO BAKELITE CO.,LTD.

Correspond to rising trend of BEV system voltage by expanding product lineup with **tracking resistance ≥ 800 V**



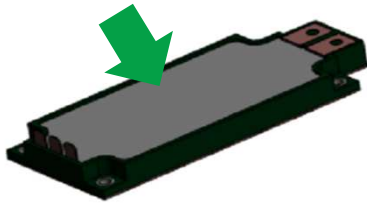
Solutions for Power Modules: Liquid Epoxy, High Heat Dissipation Insulation Sheet



SUMITOMO BAKELITE CO., LTD.

**Sales expansion by Power Electronics Solutions Development Department and One Sumibe
Aiming to be No. 1 in the global market for liquid epoxy and high heat dissipating insulation sheets in
expanding power modules**

Liquid epoxy casting materials



Market trends: miniaturization, increased use of SiC, and improved reliability (High heat resistance and long life)

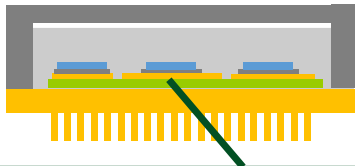
Development of epoxy casting materials with higher heat resistance and longer life than conventional materials

Conventional material:
Silicon gel casting
Low Tg (below room temperature)



Materials developed by our company:
Epoxy casting
High Tg (above 200 °C)

Heat dissipating insulation sheet materials



Heat dissipation insulation
sheet material

Industry-leading thermal conductivity and insulation

Thermal conductivity 12 W/(m · K) 18 W/(m · K)

Substitute ceramic substrates for more flexibility in designing module structures

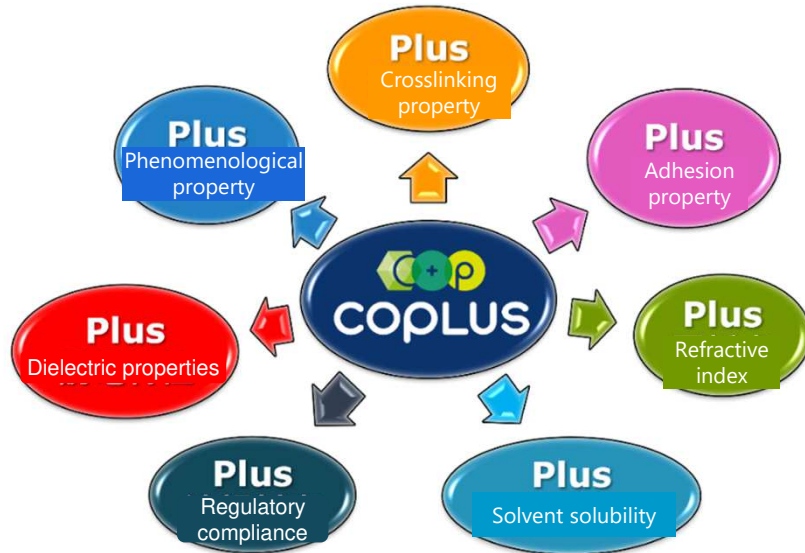
- ✓ Reduced warpage
- ✓ Adhesion
- ✓ Larger and thinner module area
- ✓ Copper circuit thickness and asymmetric structure

Cycloolefin Polymer: COPLUS®

◆ SUMITOMO BAKELITE CO.,LTD.



Combining resin synthesis technology of the HPP Technology Development Laboratory with Promerus's monomer technology



[Reasons for selection of COPLUS (example)]

- Acrylic resin and general-purpose COP lack heat resistance
- Polyimide resin lacks transparency
- General-purpose COP lacks solvent solubility

[Example of application]

Base polymers and additives used in functional materials

Applications: AI semiconductors, displays, sensors, etc.

Achieved in AI semiconductors, display applications, etc. Business is expanding with inquiries for multiple applications.

Ultra-low Monomer Water-soluble Phenolic Resin AQNOA™

◆ SUMITOMO BAKELITE CO.,LTD.

AQNOA™

Basic function of phenolic resin

Thermosetting

Heat resistance

Water resistance

Flame retardant



World's first!

Characteristics of ultra-low monomer water solubility

Water-soluble

Phenol
Formaldehyde
<0.1%

Non-deleterious
substances

Examples of expanding use

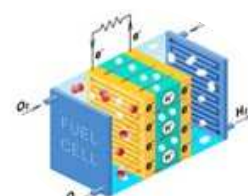
Increased applicability of phenol resin to reduce environmental impact



Architecture



Corrosion resistance
Surface treatment



Fuel cells

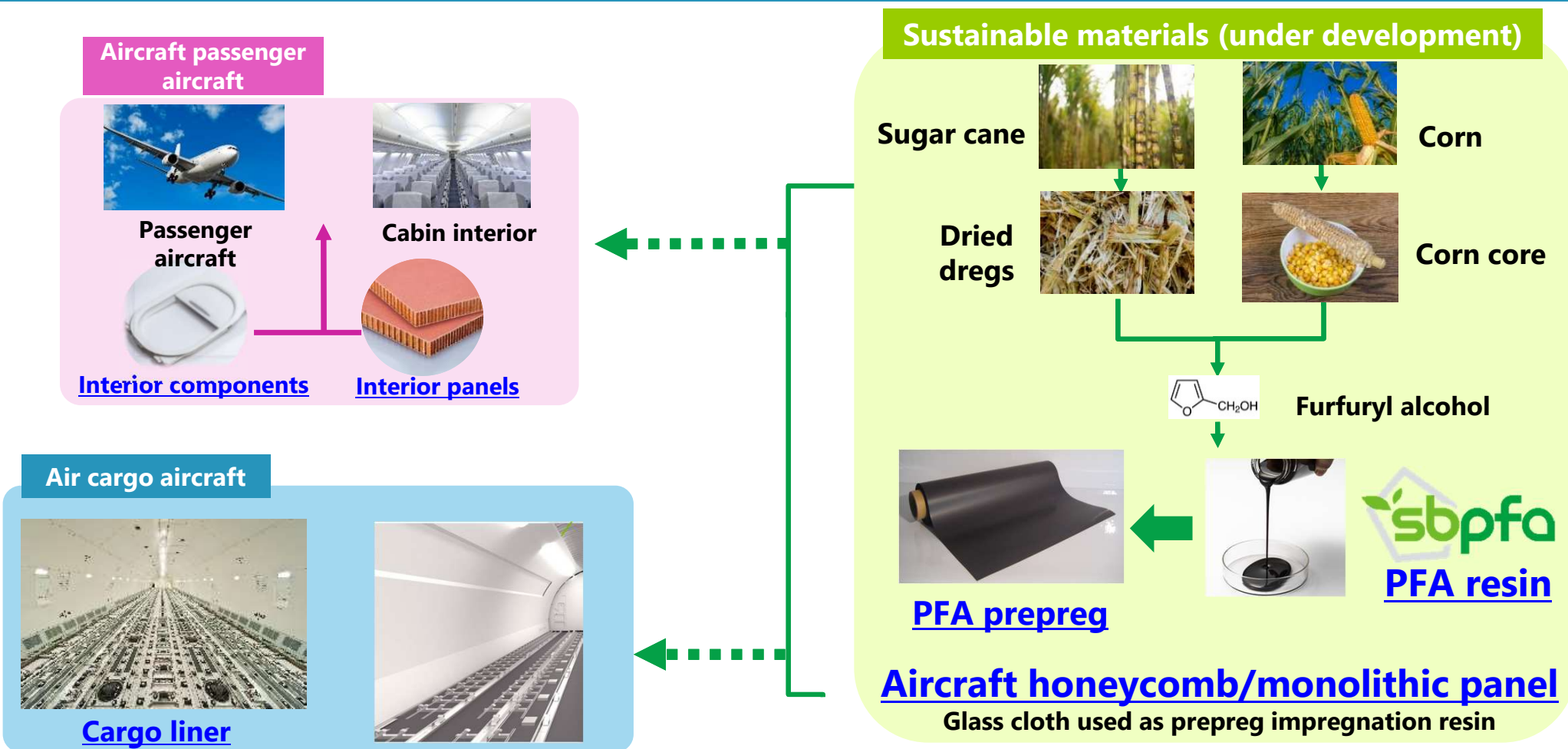


Semiconductor
process

Launched in 2024 at sites in Europe, the United States, and Asia, and sales are expanding

Solutions for Aircraft: Proposals for Sustainable Materials

Bio-derived yet phenol-equivalent flame-retardant/mechanical properties for aircraft interiors



Business Briefing

Quality of Life Products Film Sheets

September 9, 2025

**Sumitomo Bakelite Co., Ltd.
Managing Executive Officer
Atsushi Tanaka**

Quality of Life Products Film Sheets

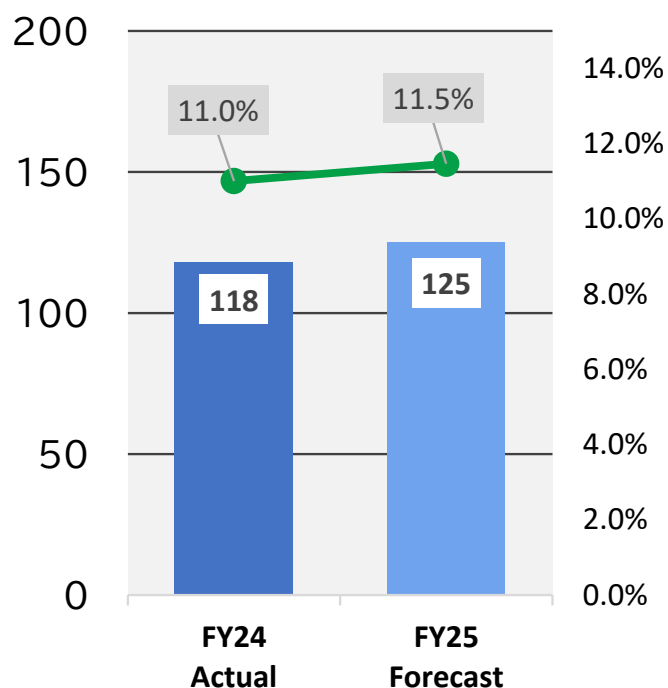
 SUMITOMO BAKELITE CO.,LTD.

FY2025 Forecast

Business profit ¥12.5 billion

Business profit margin 11.5%
(Revenue ¥109 billion)

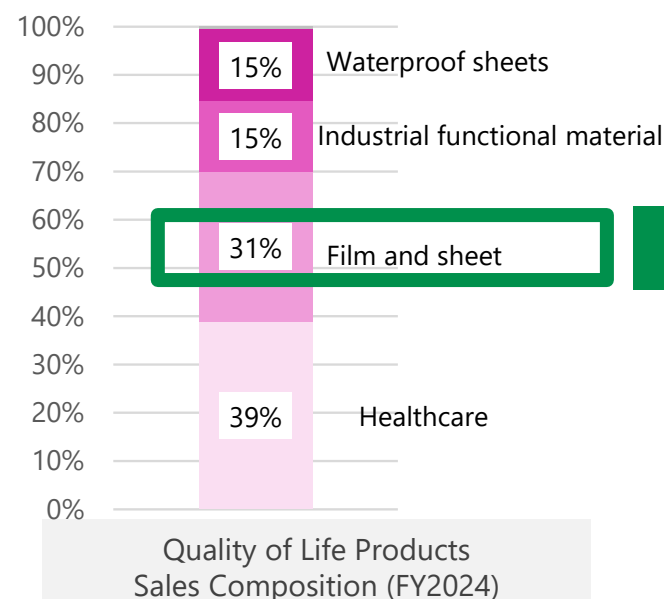
(0.1 billions of yen)



Business profit and business profit margin

Efforts in FY2025 [Film sheet]

- Pharmaceutical packaging: Maintain and expand top market share in Japan; expand environmental products globally
- Semiconductor and electronic components: Expand market share in advanced products through differentiated technologies
- Food packaging: Develop products that respond to paradigm shifts from production to consumption



To be explained

Creating Customer Satisfaction with Versatile Functional Films that Add New Value

Film and Sheet Business

◆ SUMITOMO BAKELITE CO.,LTD.

P-Plus Food Film Sheet

■ Films for food packaging



■ Freshness preserving film [P-Plus]



■ Release films



■ Dicing tape



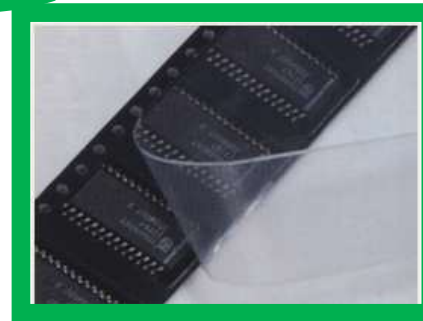
Pharmaceutical packaging film and sheet

■ Pharmaceutical PTP packaging material

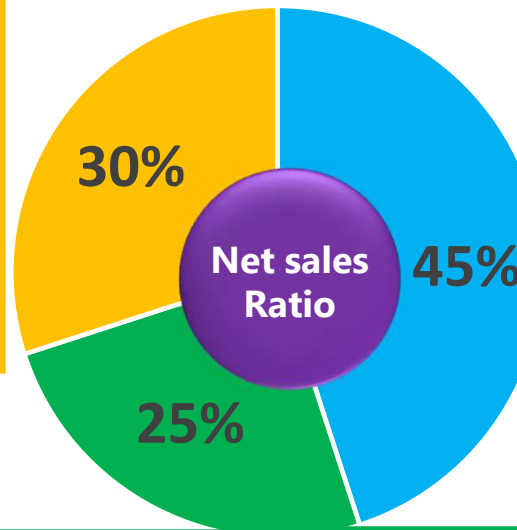


Industrial film sheets

■ Cover tapes for transporting semiconductors and electronic components



Domestic market share
No.1



Domestic market share
No.1



Semiconductor applications

*Share: Own research

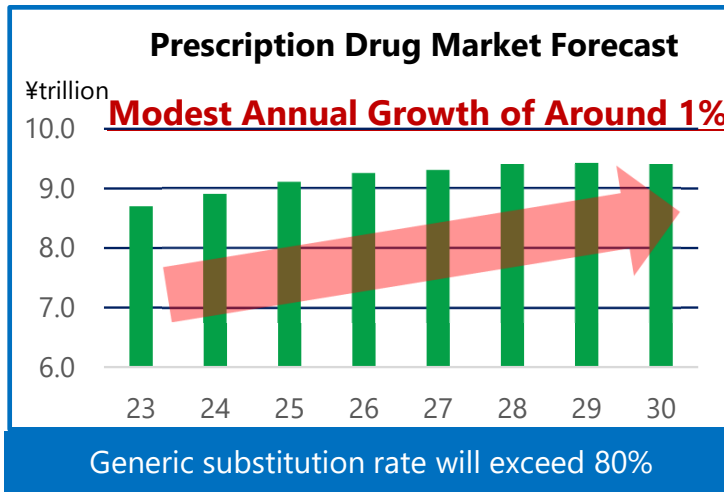
Pharmaceutical PTP Sales Expansion Strategy

SUMITOMO BAKELITE CO.,LTD.

Maintaining and Expanding the Top Share in Japan

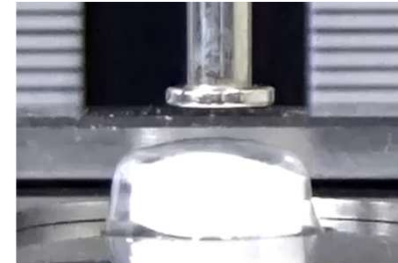


(Internal survey)



Evaluation of drug detachability

- Collaboration with Sawai Pharmaceutical to achieve moisture resistance and thinner walls
- ⇒ **Significantly improved detachability**



2024 Japan Packaging Contest
Hosted by Japan Packaging Institute (46th edition)

 **Accessible Design Packaging Award**



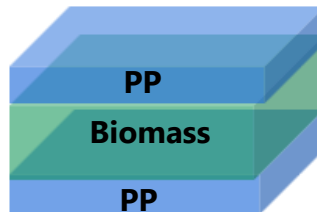
Appreciated reduction of patient burden

**Biomass raw materials derived from plants
Used at least 50%**

Launched → Further expansion

Environmentally Friendly Products in the Domestic Market

Biomass sheet



**CO2
Approximately
33% reduction**



Strategy to Expand Sales of Pharmaceutical PTP

◆ SUMITOMO BAKELITE CO.,LTD.

Global expansion of environmental products

Develop products to meet **environmental needs** in Europe, the largest PTP market

~2024

Adoption of PPWR
(Packaging and Packaging Waste Regulations)

2025

2026
Enforcement of PPWR

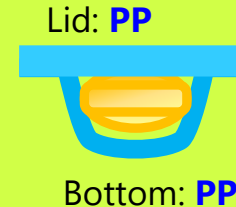
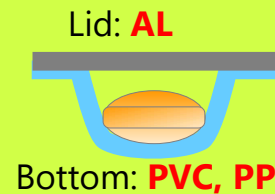
Around 2028
PFAS Packaging Regulations

~ 2030

2030
Packaging Recycling

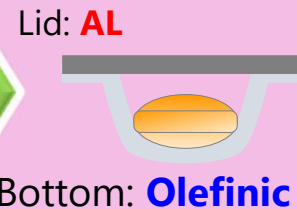
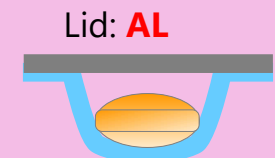
◆ Recycling of PTP sheets made from PP monomaterials

Current
Configuration



◆ Highly moisture-resistant polyolefin film Compliant with PFAS regulations

Current
Composition



Cover Tape Expansion Strategy

◆ SUMITOMO BAKELITE CO.,LTD.



Cover tape

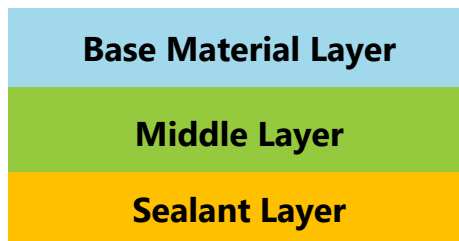


Semiconductor market
worldwide top share

- ✓ Anti-static control
- ✓ Peel strength stability

Key technologies

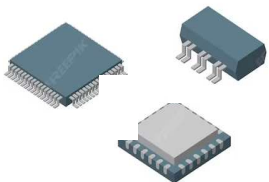
Layer Configuration



Point
Strength + Softness

Point
Anti-static + Transparency

Semiconductors

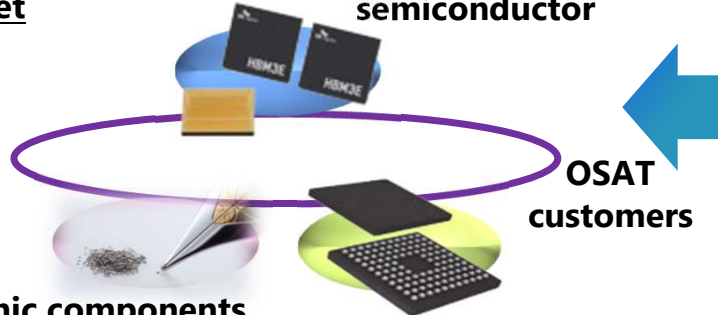


Target market

In
addition

Ultra-small electronic components

High-performance
semiconductor



OSAT
customers

Technical service capability



Equipped with the
same facilities as
our customers

Easy data acquisition

Supply stability

Amagasaki



Nantsu



New model numbers to
match the Chinese market

Expand by improving customer productivity and achieving stable production

Strategy to Expand Sales of Semiconductor Dicing Tapes

SUMITOMO BAKELITE CO.,LTD.

Individual wafers and packages



Key technologies

Low contamination



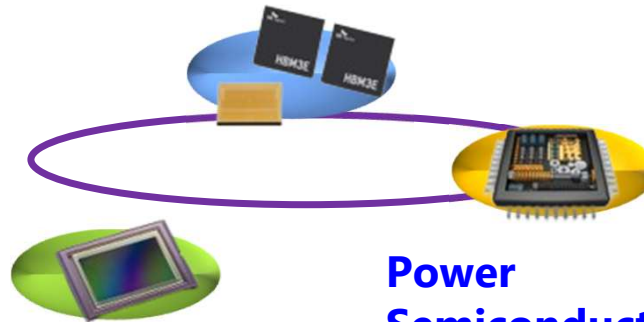
Base material

Adhesive layer technology

Compatibility of thin film, hardness and adhesiveness

Logic semiconductors

Circuit miniaturization and process complexity



CIS

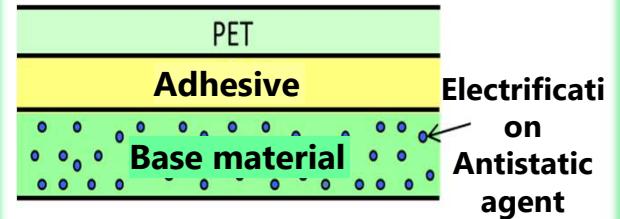
Power Semiconductors

High resolution Low pollution



Key technologies

Antistatic



Achieved differentiation

Electrification Antistatic agent on base material
Highly rated for kneading technology

Base material + adhesion

Total design technology

- ➡ Design freedom
- ➡ Speed up development
- ➡ Improve product quality

Aim to expand in the logic semiconductor/CIS market

P-Plus Initiatives and Domain Expansion

SUMITOMO BAKELITE CO.,LTD.

History of expansion

Expiration date extended, odor controlled, delicious taste maintained →

Product value improvement

For Edamame



Extended from 2 days to 5 days

Cut Vegetables



Extended from 2 days to 4 days

Fungi and Mushrooms



Extended from 3 days to 7 days

Online supermarket

The era has arrived when crisp, fresh vegetables can be delivered right to your home

Top seal

Top seal use

Reduction of plastic use

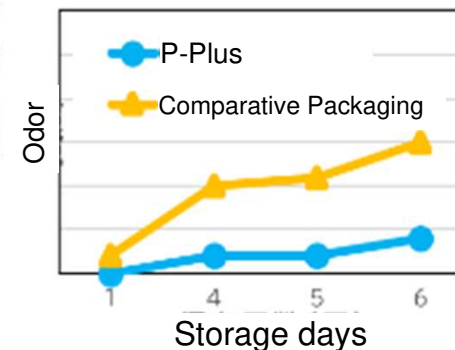


Lid material changed from plastic container to P-Plus
=> Use of plastic reduced by about 30%

Prevention of swelling



Control of odor



Suppresses the generation of swelling and odor due to gas
=> **Product value improvement** and **life extension**



Effective for fresh produce that loses freshness once cut



For Cut Watermelon



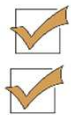
For Cut Melon

Food: Expanding the Market with Skin Packs

◆ SUMITOMO BAKELITE CO.,LTD.

Excellent traceability (drip control) and oxygen barrier (oxidation prevention)
Extends the shelf life of beef by 2 weeks

Conventional product
Tray + Wrap



Reduced food loss

Matured and improved tastiness

Serving delights



Development of the meat market
(beef and pork)

Annual purchase by 36 million
households ...5 billion packs
30% switched to skin packs

▶ 1.5 billion packs



Pork



Chicken



Cheese



Paella



Fish



Meal kits



Sushi



Hometown
tax gifts

Expanding not only in
fresh meat but also into
new contents!



Business Briefing



Quality of Life Products Healthcare (Medical Products, S-Bio)

September 9, 2025

**Sumitomo Bakelite Co., Ltd.
Managing Executive Officer
Satoshi Saino**

Quality of Life Products [Healthcare]

SUMITOMO BAKELITE CO.,LTD.

FY2025 Forecast

Business profit **¥12.5 billion**

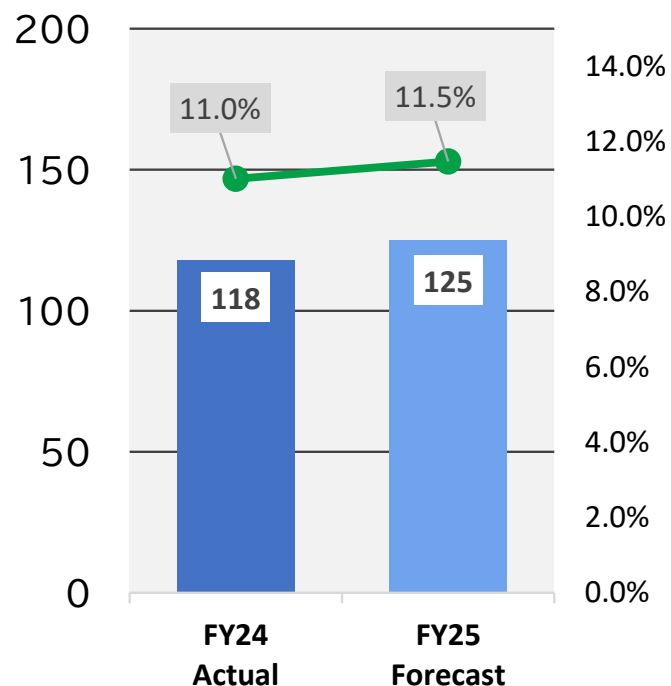
Business profit margin **11.5%**
(Revenue ¥109 billion)

FY2025 initiatives [Healthcare]

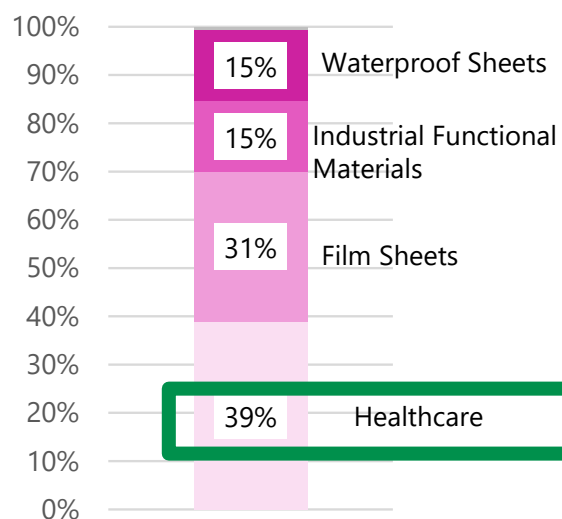
■ Medical Products: Strengthen sales of minimally invasive medical devices
Expand vascular microcatheters to the brain

■ S-Bio: Business development of biomimetic systems (MPS)

(0.1 billions of yen)



Business profit and business profit margin



To be explained

Quality of Life Products
Composition of Sales (FY2024)

Medical Business Fields/Major Products

◆ SUMITOMO BAKELITE CO.,LTD.

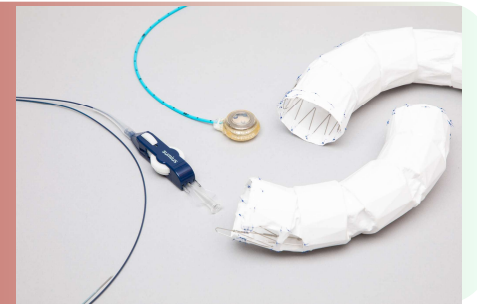
| Gastrointestinal Endoscopic Procedures

Biliary stent
SB knife



| Endovascular Therapy

Leonis mover
Thoracic stent graft system



| Surgery/Drainage

SB back
Chest drain back



| Blood

Blood bag
Potassium adsorption filter



| Dialysis Purification

AVF Needle
Blood Purification Filter



| Testing

Urinemate
Tracheal Suction Kit



Expanding Sales in Global Markets

◆ SUMITOMO BAKELITE CO.,LTD.



Minimally Invasive Treatment (Endovascular Therapy)

◆ SUMITOMO BAKELITE CO.,LTD.

Halving procedure time for conventional catheter treatment

Expanding applications of the world's only advanced movable tip microcatheter

NEW
Expansion of
cerebrovascular
applications
January 2023 ~

Cerebral artery aneurysm

Cerebrovascular
malformation

Pediatric cardiovascular
disease

Liver cancer

Visceral artery aneurysm

Arteriosclerosis of the lower extremities

Expanding the lineup of the world's smallest-diameter microcatheters for cerebral vessels

Cerebrovascular malformations

Brain tumors

Cerebral aneurysms



Cerebrovascular microcatheter

Overseas expansion under
consideration



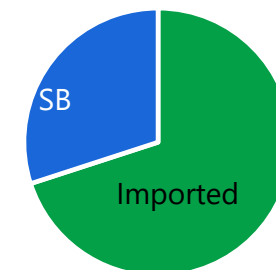
Movable tip microcatheter



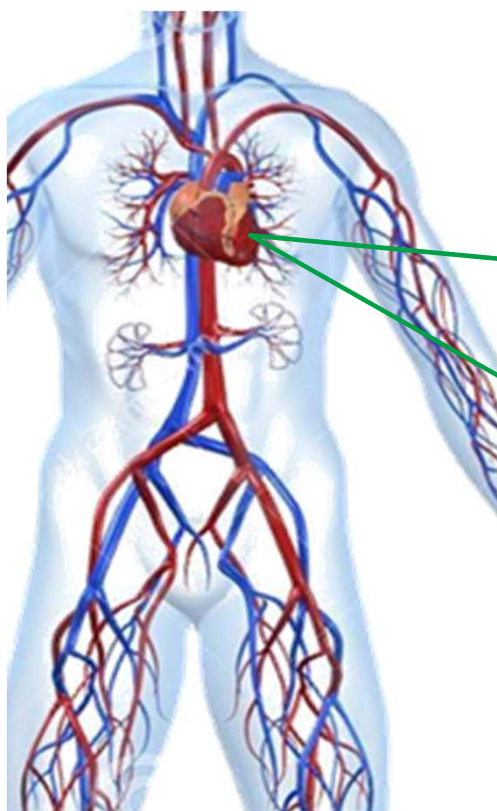
Minimally Invasive Treatment (Endovascular Treatment) SUMITOMO BAKELITE CO.,LTD.

Length of stay for open surgery: 3 weeks ⇒ Stent graft: 3-7 days

World's only fenestrated thoracic stent graft for aortic aneurysm treatment
World's smallest abdominal stent graft under development



[Percentage of imported arch stent grafts]



Thoracic (arch)



The world's only fenestrated type

- Minimally invasive treatment of arch thoracic aortic aneurysm
- Utilizes a proprietary fenestrated design to preserve cerebral blood flow during treatment

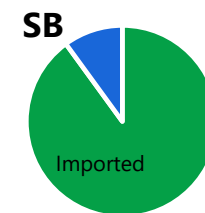
NEW

▪ Lineup expanded in January 2025

Minimally Invasive Treatment (Gastrointestinal Endoscopy/Japanese Market)

◆ SUMITOMO BAKELITE CO.,LTD.

Gastrointestinal Stents ... Expansion of Lineup; Aiming to Become the Top Manufacturer in Japan



Imported Stents of Stomach and Duodenum

Biliary stents

NEW

August 25: First case



World's first Y-shaped structure
Reduces the burden on doctors and patients by shortening operation time

In development



Valved stent
Improved removal performance

In development



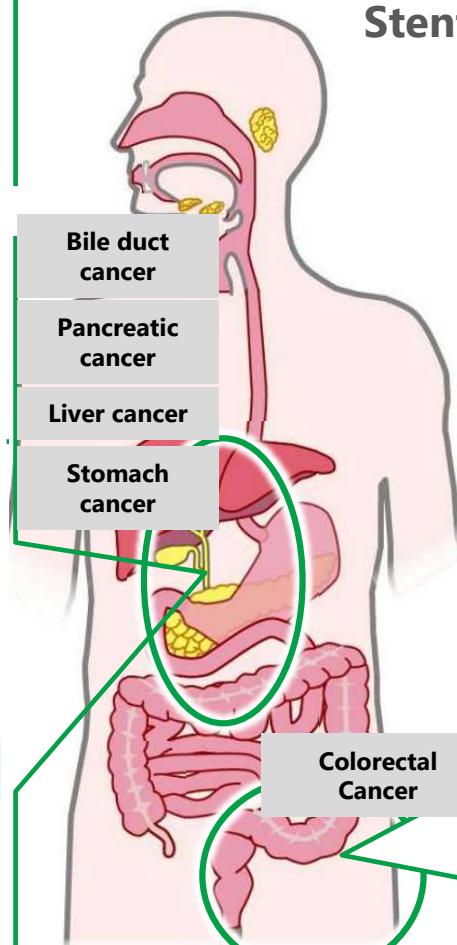
Small diameter dumbbell structure
Migration resistance
Improved performance

Constricted structure
that fits the bile duct

Product lineup based on application



Stents for the stomach and duodenum



NEW

Available nationwide soon



The world's only hybrid structure of thread and metal
Achieves extreme flexibility, maintains shape even when the stomach expands and contracts, and improves food passage

Colorectal stents

NEW

Available nationwide soon



With the world's first release mechanism, anyone can perform accurate stent placement



Japan's only full coverage
Guards against invasion of cancer cells

S-Bio Business Fields/Main Products

✦ SUMITOMO BAKELITE CO.,LTD.

| Bio-research Equipment

Cell Culture Container
Cryopreservation Container
Plate for Immunoanalysis



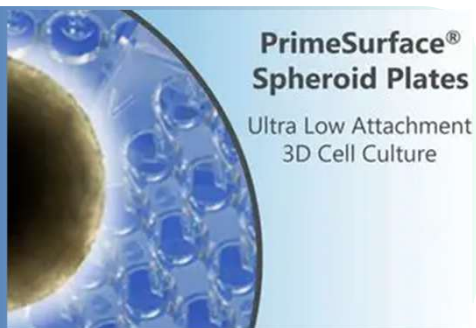
| Glycan Purification and Analysis

Glycan purification (BlotGlyco[®])
Glycan analysis kit (EZGlyco[®])



| Regenerative Medicine Equipment

Advanced quality control
products SQ
Prime Surface[®]
Proteo Save[®]



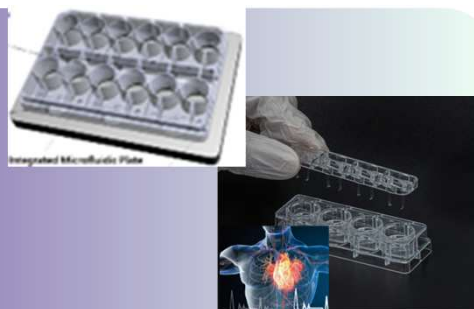
| Diagnostics

Libria[®] Trypsin



| Drug Discovery Support

Human-Imitating Tip (MPS)
BioStellaTM, MeioflexTM



Pharmaceutical R&D Expenditures



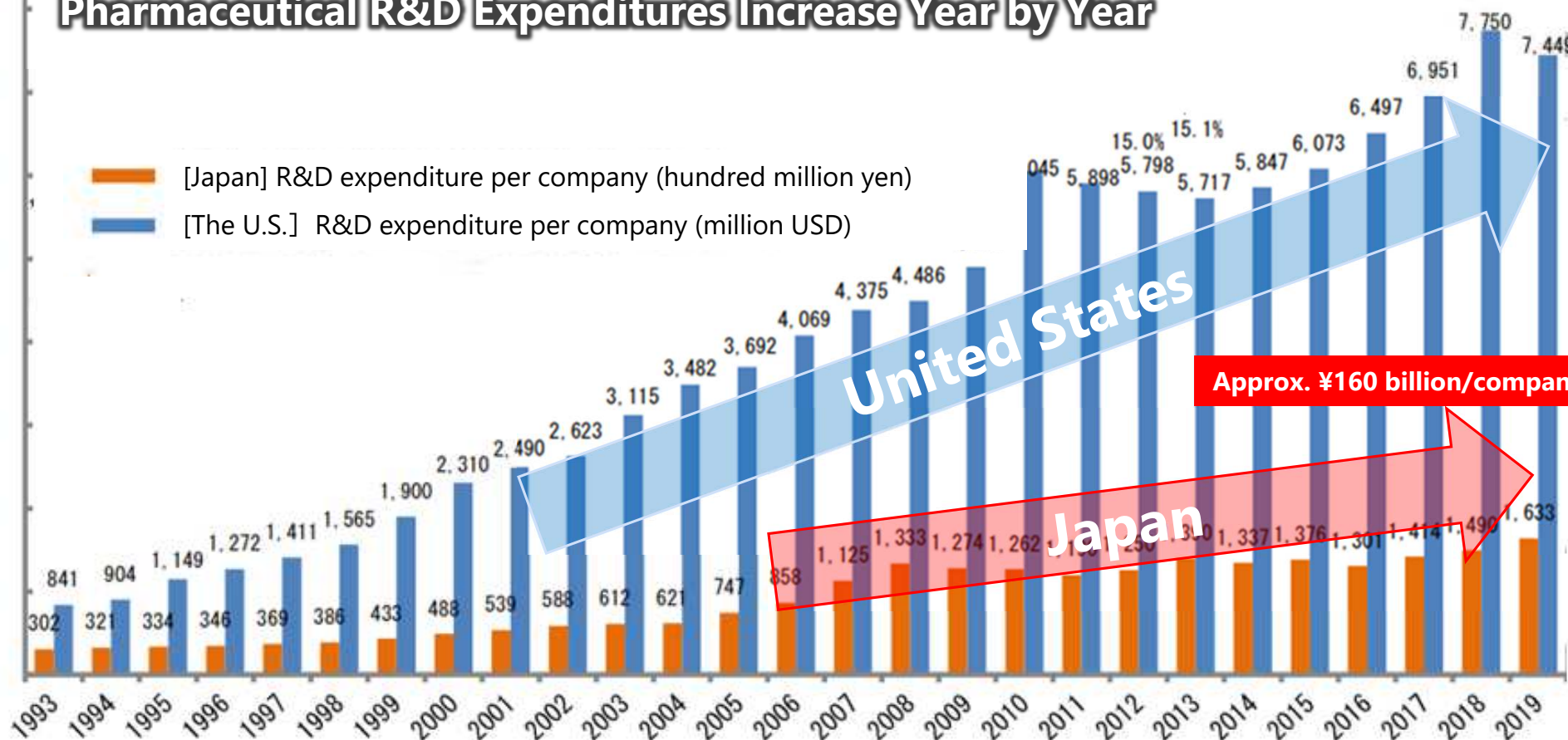
Ministry of Health,
Labour and Welfare

R&D expenditure per company (hundred million yen / million USD)

Pharmaceutical R&D Expenditures Increase Year by Year

Approx. ¥1 trillion/company

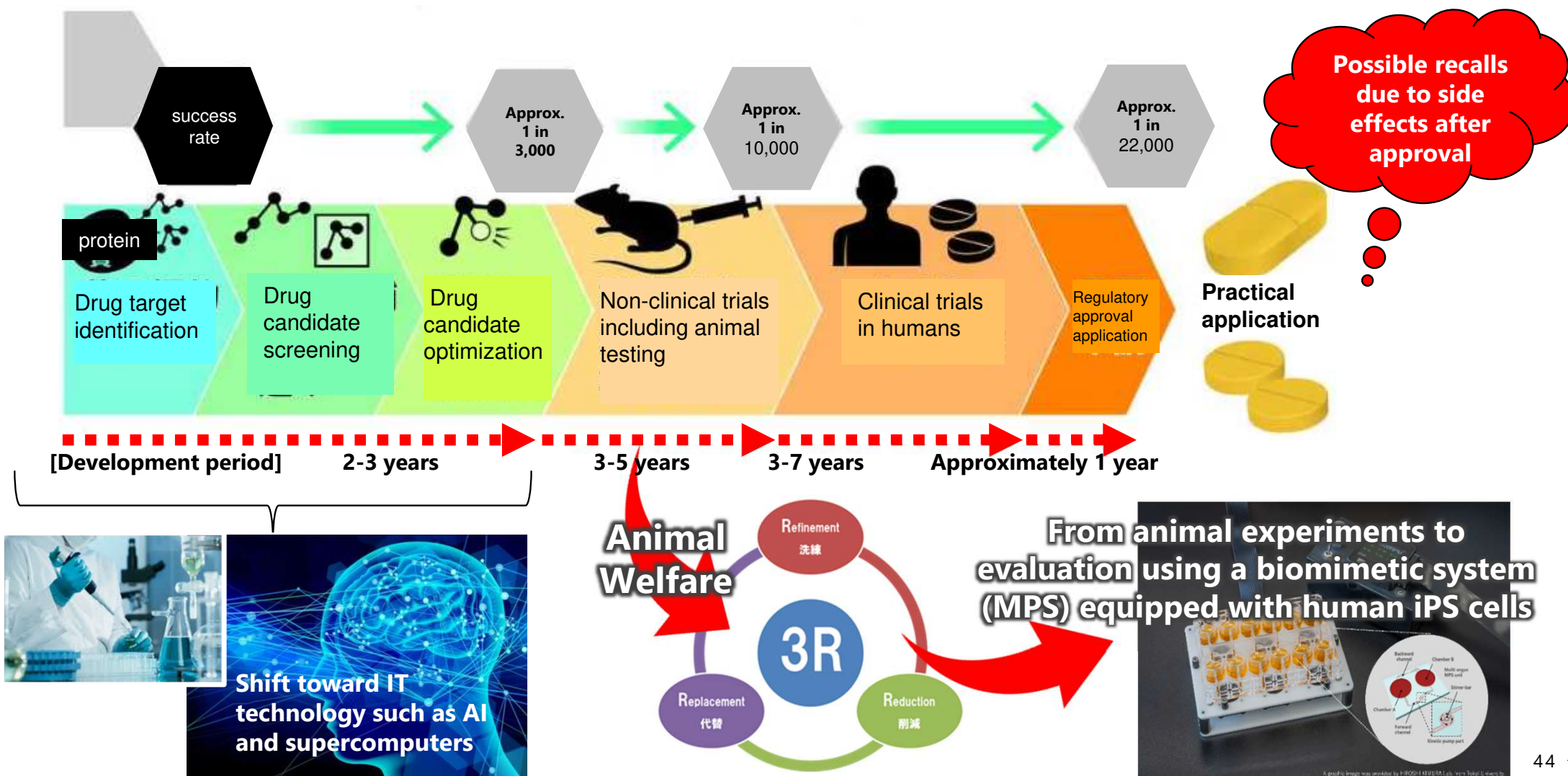
[Japan] R&D expenditure per company (hundred million yen)
[The U.S.] R&D expenditure per company (million USD)



Approx. ¥160 billion/company

Time Required for Drug Development and Probability of Success

◆ SUMITOMO BAKELITE CO.,LTD.

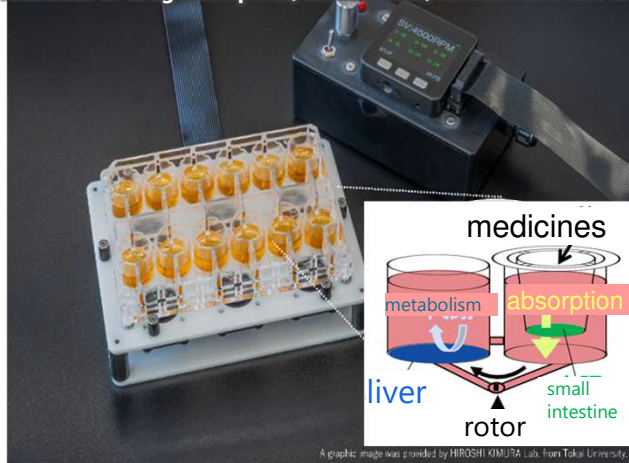


Biomimetic System (MPS) Under Development

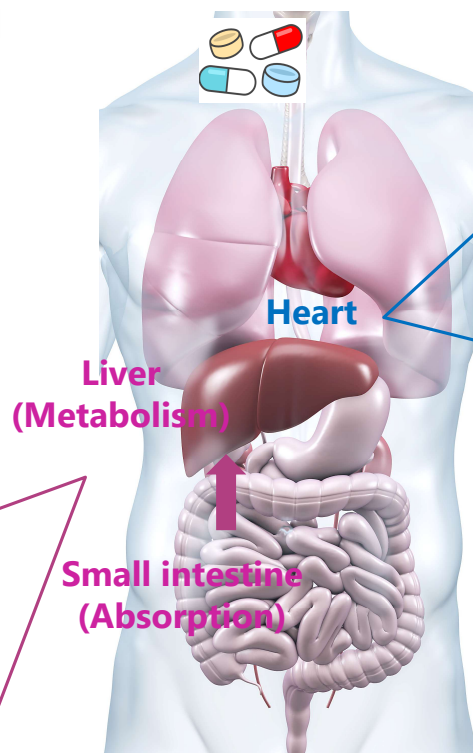
◆ SUMITOMO BAKELITE CO.,LTD.

Multi-organ-MPS "BioStella™"

(Prediction of drug absorption, metabolism, distribution and excretion)

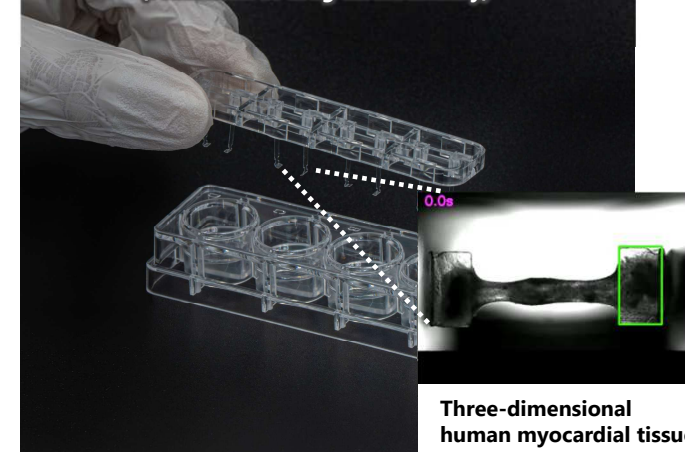


World's first built-in stirrer pump drive
Liquid delivery realized by built-in stirrer pump.
Organ block platform capable of culturing up to four organs in combination with general-purpose cell culture equipment.
Product jointly developed by AMED-MPS business.



Myocardial MPS "Myoflex™"

(Prediction of drug cardiotoxicity)



World's first plastic film pillar

Plastic film pillars reduce the adsorption of test drugs, contributing to accurate prediction of the effects and toxicity of test drugs on three-dimensional myocardial tissue.
Developed jointly with the iPS Cell Research Institute of Kyoto University.

Contribute to **improving drug discovery success rate, shortening development period, and reducing animal testing**
Scheduled to enter global market in 2026

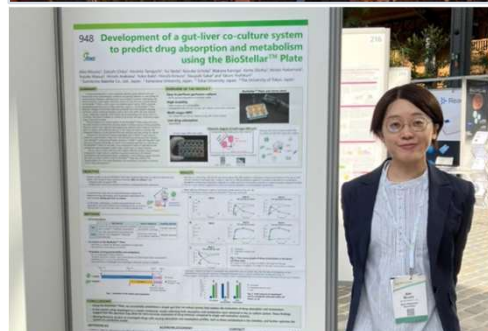
Disseminating Research Results

SUMITOMO BAKELITE CO.,LTD.

Multi-organ MPS BioStella™

(Prediction of drug absorption, metabolism, distribution, and excretion)

Our researchers presented their research findings in a poster session at the international MPS summit.

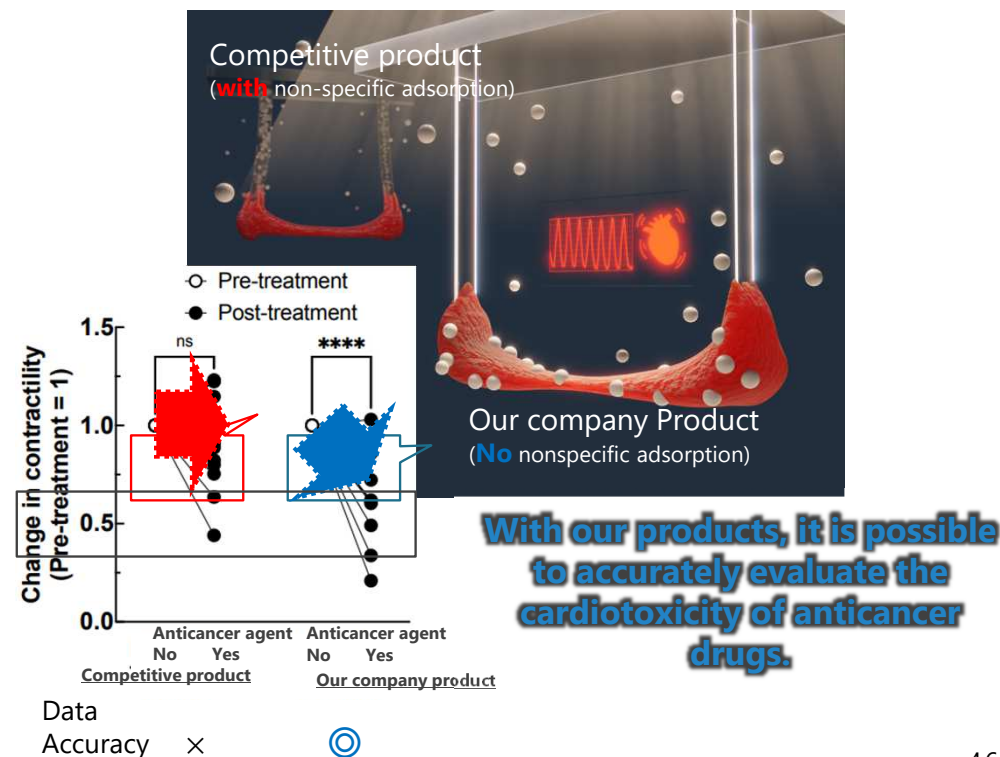


Together with our research partners, we reported our research findings at both international and domestic MPS conferences.

Myoflex™ myocardial MPS

(prediction of drug cardiotoxicity)

Co-authored paper with Kyoto University and Takeda published in Lab on a Chip.



With our products, it is possible to accurately evaluate the cardiotoxicity of anticancer drugs.



Business Briefing



Quality of Life Products [Industrial Functional Materials and Waterproof Sheets]

September 9, 2025

**Sumitomo Bakelite Co., Ltd.
Managing Executive Officer
Nobuyuki Sashida**

Quality of Life Products [Industrial Functional Materials and Waterproof Sheets]

SUMITOMO BAKELITE CO.,LTD.

FY2025 Forecast

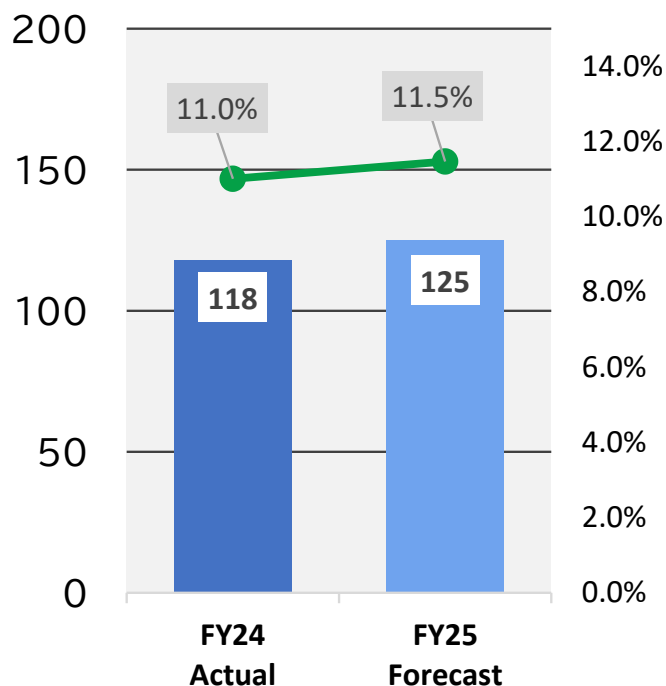
Business profit **¥12.5 billion**

Business profit margin **11.5%**
(Revenue **¥109 billion**)

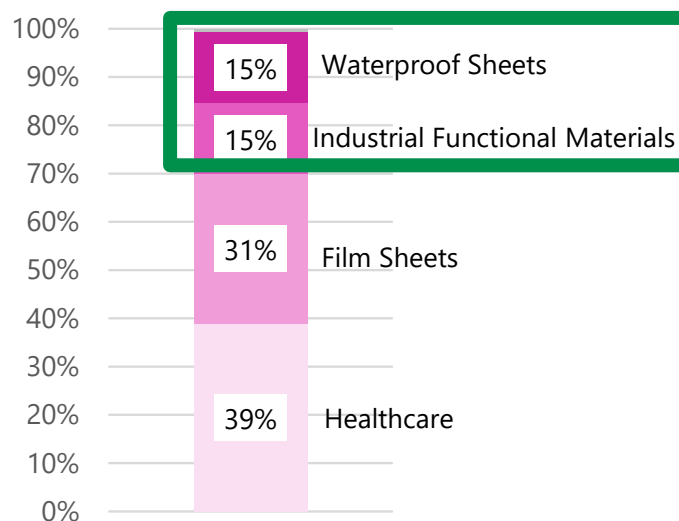
Fiscal 2025 Initiatives [Industrial Functional Materials and Waterproof Sheets]

- Industrial Functional Materials: Accelerating Portfolio Transformation with Differentiated Products
Hollow Polymers for Automotive Optical Products and Data Centers
- Waterproof Sheets: Earning Demand for Renovation with High-Quality Waterproof Systems
Expanding Sales of Anchor Materials Integrated with Sheet Waterproofing

(0.1 billions of yen)



Business Profit and business profit margin



Quality of Life Products
Composition of Sales (FY2024)

To be explained

Industrial Functional Materials Business Expanding into a Wide Range of Application Fields

◆ SUMITOMO BAKELITE CO.,LTD.

Market Share: Internal Research

Thermoplastic Resin Sheet Materials Business Focusing on Polycarbonate Resin

Polycarbonate



HUD optical PC sheets



PC polarizing eyewear plates



PC Insulation



PC sheet



PC sheet for two-wheel windshields



Electronic dimming sheet (device)

Expanding Differentiated Products into Niche and Top Market Share

Other than polycarbonate



High-impact PVC



Railway Melamine



Commercial plastic cutting board

Industrial Functional Materials Business: Medium-Term Business Strategy

◆ SUMITOMO BAKELITE CO.,LTD.

"Transforming our portfolio by shifting to growth markets with differentiated products."

	2024 Plan	2024 Results	2025 Plan
Consolidated Sales (Index)	100	100	103
For Mobility Sales ratio (non- consolidated)	6.0%	8.1%	10%
New Products Sales ratio (non- consolidated)	21%	25%	28%

▶ Plan to slightly increase overall scale

▶ Expansion of automotive optical products

▶ Enhancement of insulation materials for electric vehicles

▶ Introduction of new products with platform differentiation

The acquisition of AGC's polycarbonate business in July 2025 further accelerated our portfolio transformation while expanding our scale.

PF Transformation for Business Growth

◆ SUMITOMO BAKELITE CO.,LTD.

Accelerating PF Transformation with Transfer of Polycarbonate Business from AGC

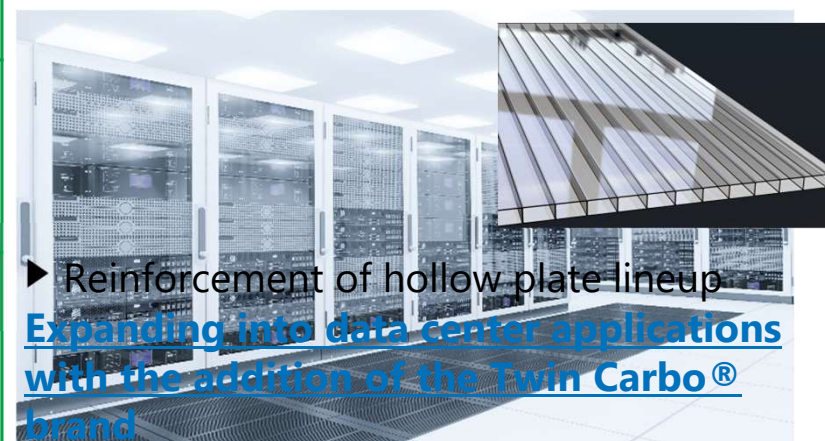
Start of integration in FY 25 Q2/Full transfer in FY 26 Q3

- ◆ Relocation of extrusion/automatic cutting equipment
- ◆ Additional clean room installation

	Current status	After acquisition
Optical sheet for automotive HUDs	Worldwide market share 2nd	Worldwide market share 1st Worldwide market share 1st
Resin mirror for aircraft (Flame Retardant Polycarbonate)	-	WW Share 1st
Polycarbonate film sheet (Flat plate, corrugated plate, hollow, film)	Domestic market share 2nd	Domestic market share 1st



► Accelerated growth in mobility field



► Reinforcement of hollow plate lineup
Expanding into data center applications with the addition of the Twin Carbo® brand

Automotive Optics Insulation for Electric Vehicles

◆ SUMITOMO BAKELITE CO.,LTD.

Flame-Retardant PC Insulation Sheet/Film
[Electrical Characteristics + Thermoforming]



ADAS



Safety and Security



Longer Life

Optical control PC sheet
& surface function coat

Efficiency



Miniaturization

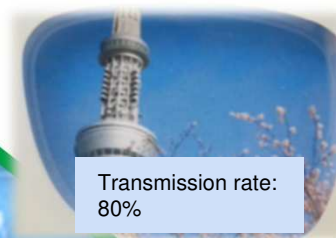


Heat Dissipation
Reliability



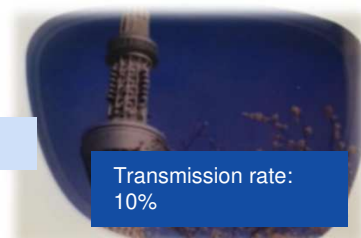
[New Business] Electronic dimming devices (Electrochromic)

◆ SUMITOMO BAKELITE CO.,LTD.



Transmission rate:
80%

Approx. 10 sec.



Transmission rate:
10%

Stepless & Wide Range Transmittance
Energy saving, Memory effect
3D Geometrical Support



World's first! Eyewear with electronic dimming
Development project ⇒ advanced to commercialization project

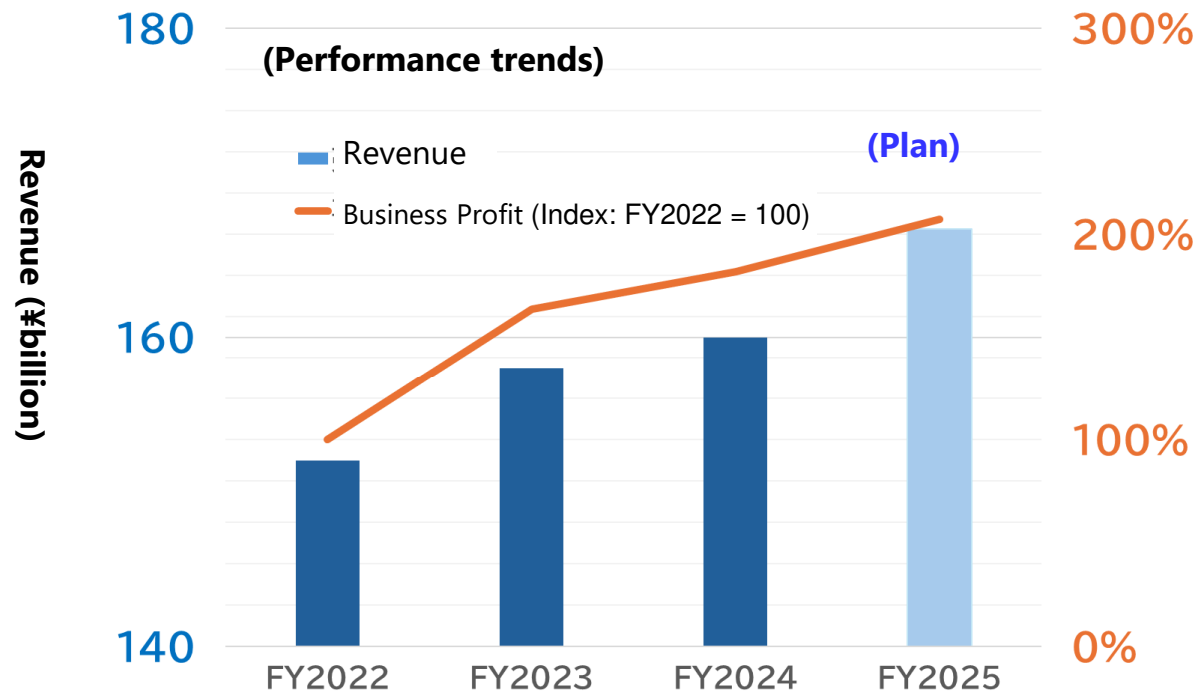
Waterproofing Business

◆ SUMITOMO BAKELITE CO.,LTD.

Waterproofing Market Trends

- ① Despite the decline in new housing starts, 3–4 story apartment buildings remain steady, particularly in urban areas, along with the growing adoption of solar-powered homes (ZEH housing).
- ② Rapid increase in demand for home renovation (renovation) after more than 20 years of waterproofing

- Increase in construction area
- Steady demand for waterproofing materials related to energy creation



Strengths of Our Waterproofing Business

High durability waterproofing systems

High-quality waterproofing

Over 70% share of waterproofing construction with major housing manufacturers

Solar Strategy for Waterproof Sheets

◆ SUMITOMO BAKELITE CO.,LTD.

Integrated sheet waterproofing anchor component

Installation and fixation of solar panels for houses

Industry's lightest weight
※Weight of the DN Solar-SlimFIT
0.4kg

Sheet waterproofing integrated anchor construction method

DN Solar-FIT®
DN Solar-SlimFIT®

Waterproofing warranty	Compatible with various substrates
Lightweight	Construction period reduction

Sumitomo Bakelite Group
S.B.Sheet Waterproof Systems Co.,Ltd

累計 60万本の施工実績
(2017年)

Cumulative construction record of 600,000 units Since 2017

Waterproof sheet integrated with power generation element

Conventional products

Large area required to secure power generation

Future development studies

Power generation can be secured even with the roof area of a house



Installation example of conventional product
Curved surface installation possible



Solar-Related Waterproofing Systems Contribute to Energy Creation Using Flat Roofs



Business Briefing



R&D and New Business

September 9, 2025

Sumitomo Bakelite Co., Ltd.

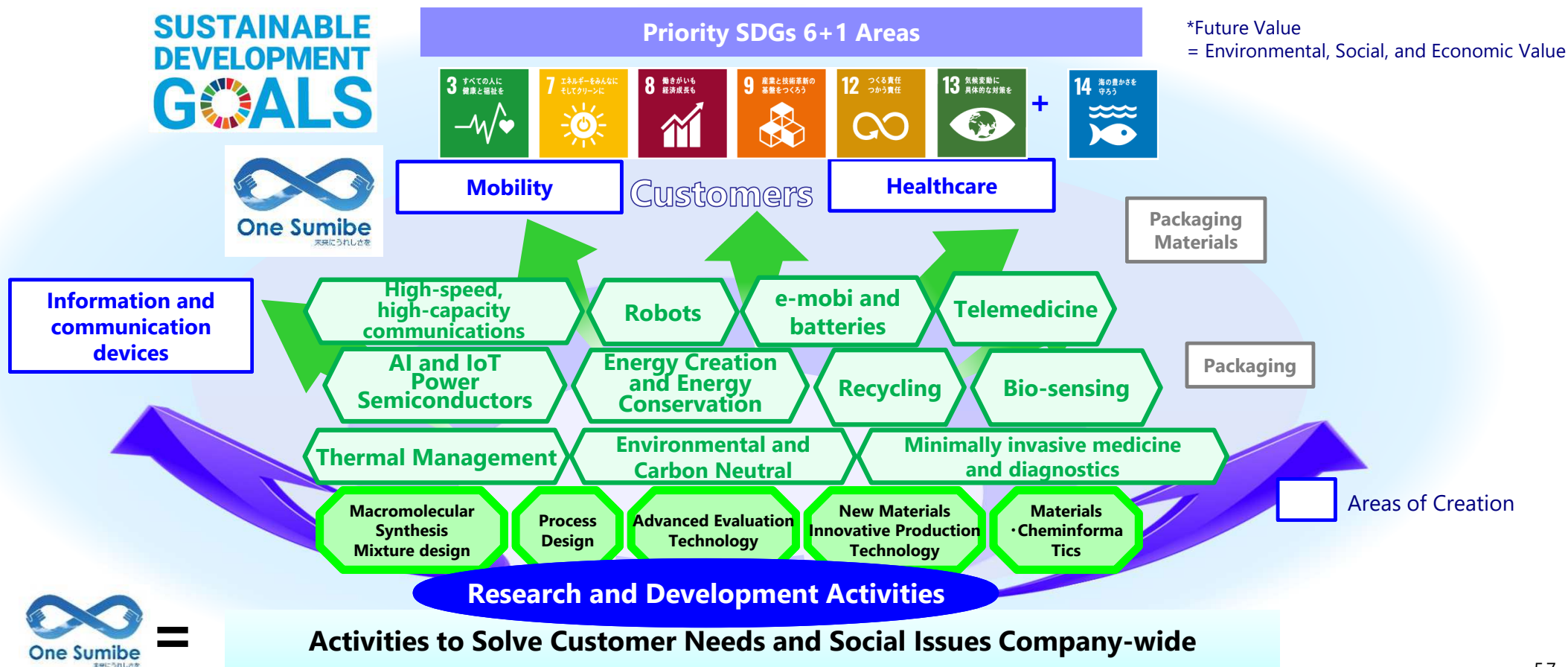
**Executive Vice President and Representative
Director**

Masayuki Inagaki

Basic Policy on Research and Development

SUMITOMO BAKELITE CO.,LTD.

Combining One Sumibe activities with innovation to create new products and businesses that shape future value.



EEG Sensing BMI Device

Background: A technology (BMI) that reads and uses brain waves with a sensor is attracting attention in the medical field, etc.

Problem: Wearing the device is cumbersome, making it impossible to measure for a long time.

Development: Development of a device that is easy/comfortable to wear, and capable of measuring for a long time

General electroencephalography

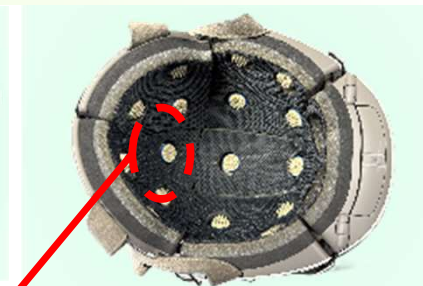


- ✗ Complicated to wear
- ✗ Cannot measure for a long time
- ✗ Heavy burden on the user

Our company's devices



- ✓ Easy to wear
- ✓ Continuous measurement possible
- ✓ Comfortable wearing



Our company's own materials

- Fields of application
- Psychiatric diagnosis
 - Emotions and vitals
 - Grasp of judgment ability
 - Communication

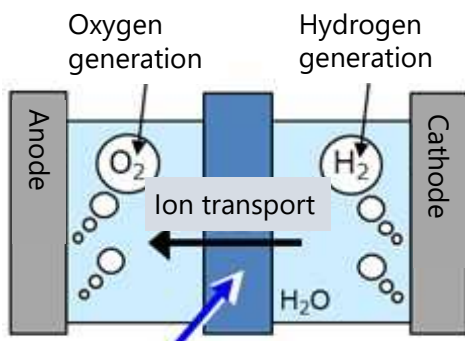
Progress in clinical research for epilepsy patients (scheduled to be presented at the 2025 Epilepsy Society meeting)
Expected to be implemented in society for epilepsy diagnosis in 2027, followed by application

Anion Exchange Membrane (AEM) for Hydrogen Production

Background: Attention is focused on AEM, a low-cost hydrogen production technology. Customer search underway in the U.S., Japan, and Europe

Challenges: Realization of AEM with high water electrolysis efficiency (Improvement of reliability, reduction of gas leak, etc.)

Development: Optimization of AEM according to customer cell design, establishment of mass production technology and evaluation technology



Anion Exchange Membranes(AEM)

Elimination of expensive precious metal catalysts

Contribution to reduction of hydrogen production cost

Features	Anion exchange membrane method		Proton exchange membrane method
	Our company AEM	Other companies AEM Cost	PEM
Cost	○ (No precious metal catalyst required)	○	△
Hydrogen production efficiency	○ (High ionic conductivity)	○~△	○
Stability and durability	○ (proprietary polymer)	△	○~△
PFAS-free	○ (fluorine-free)	○~×	○~×

(Comparison with our company)

2025/4: Project team established. Production preparations are underway, aiming to launch in 2027.

Chemical Recycling of Thermosetting Resins

◆ SUMITOMO BAKELITE CO.,LTD.

Background: Thermosetting resins are difficult to disassemble and recycle

Problem: Technology for decomposing cured resins in chemically crosslinked products into raw materials

Development: Horizontal and upcycling through chemical recycling of phenolic resin products



Phenolic resin products

Chemical
Recycling



Plant



Phenolic resin

Established elemental technology and moved to implementation project.
Aiming for social implementation in 2028, **plant verification** is under review.

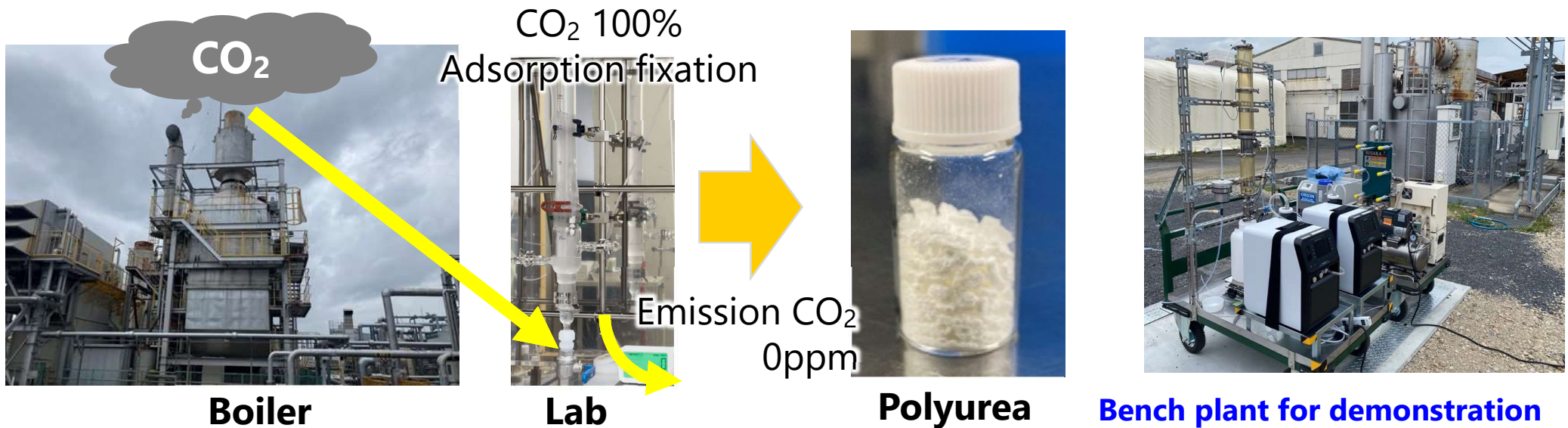
Plastic Derived from by-product CO₂

✦ SUMITOMO BAKELITE CO.,LTD.

Challenges: Aiming for zero by-product CO₂ emissions from factories to achieve a decarbonized society

Development: Conversion of CO₂ emissions into plastic (polyurea)

Plan: 22 kt/year (55% of SB domestic CO₂ emissions) into plastic by 2030



- **Construction of a demonstration bench plant** and start of verification by directly introducing boiler exhaust gas
- Study of polyurea as an additive for various materials, curing agents, and coating agents, etc.

Heat-degradable Easily Dismantled Curable Resin

◆ SUMITOMO BAKELITE CO.,LTD.

Background: Increasing needs for recovery and recycling of valuable metals with a high GHG emission load

Problem: Conventional curable resins (phenol-epoxy) are difficult to disassemble and disassemble

Development: Development of easily decomposable resin technology by introducing pyrolysis function

Intended use:

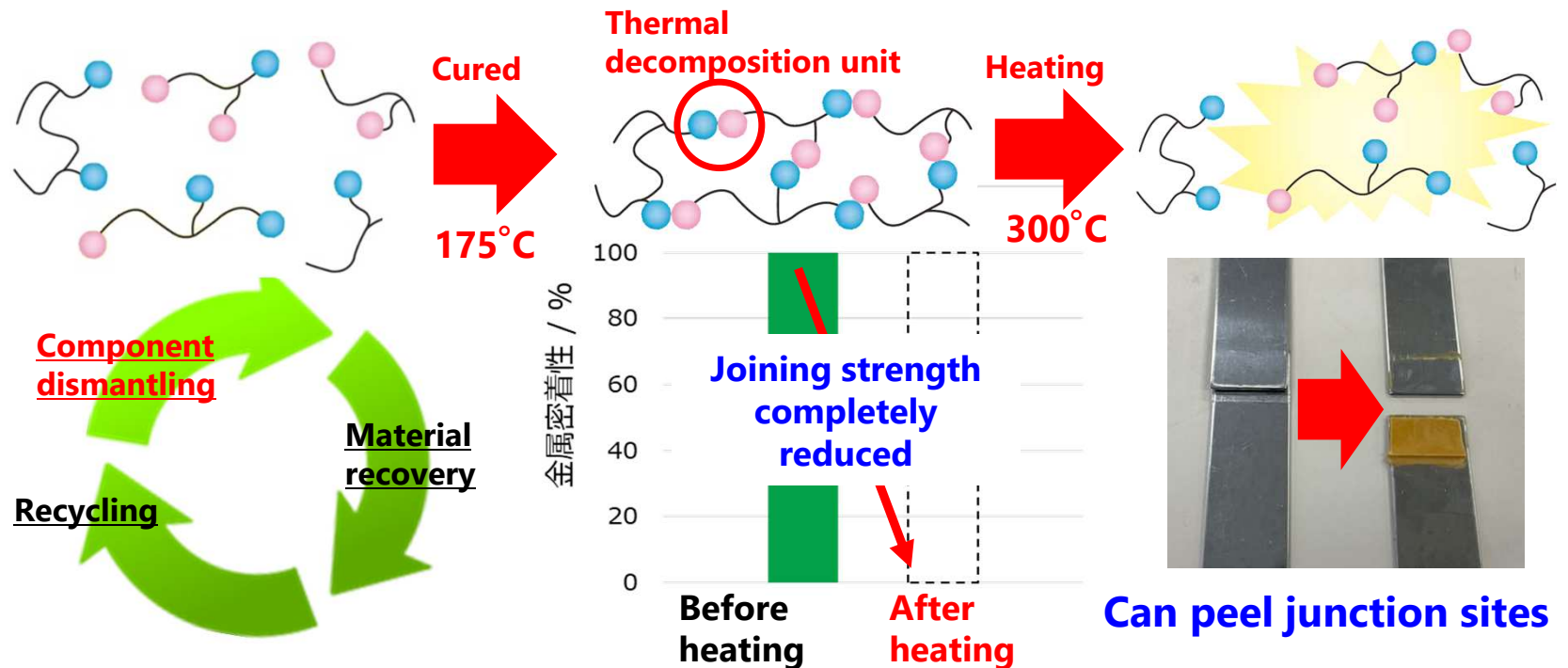
**Automotive
Materials
Recycling**



Battery



Stator Motor



Easily detachable joints with heat. Aiming for market launch in 2030.



Business Briefing



Capital Policy

September 9, 2025

Sumitomo Bakelite Co., Ltd.

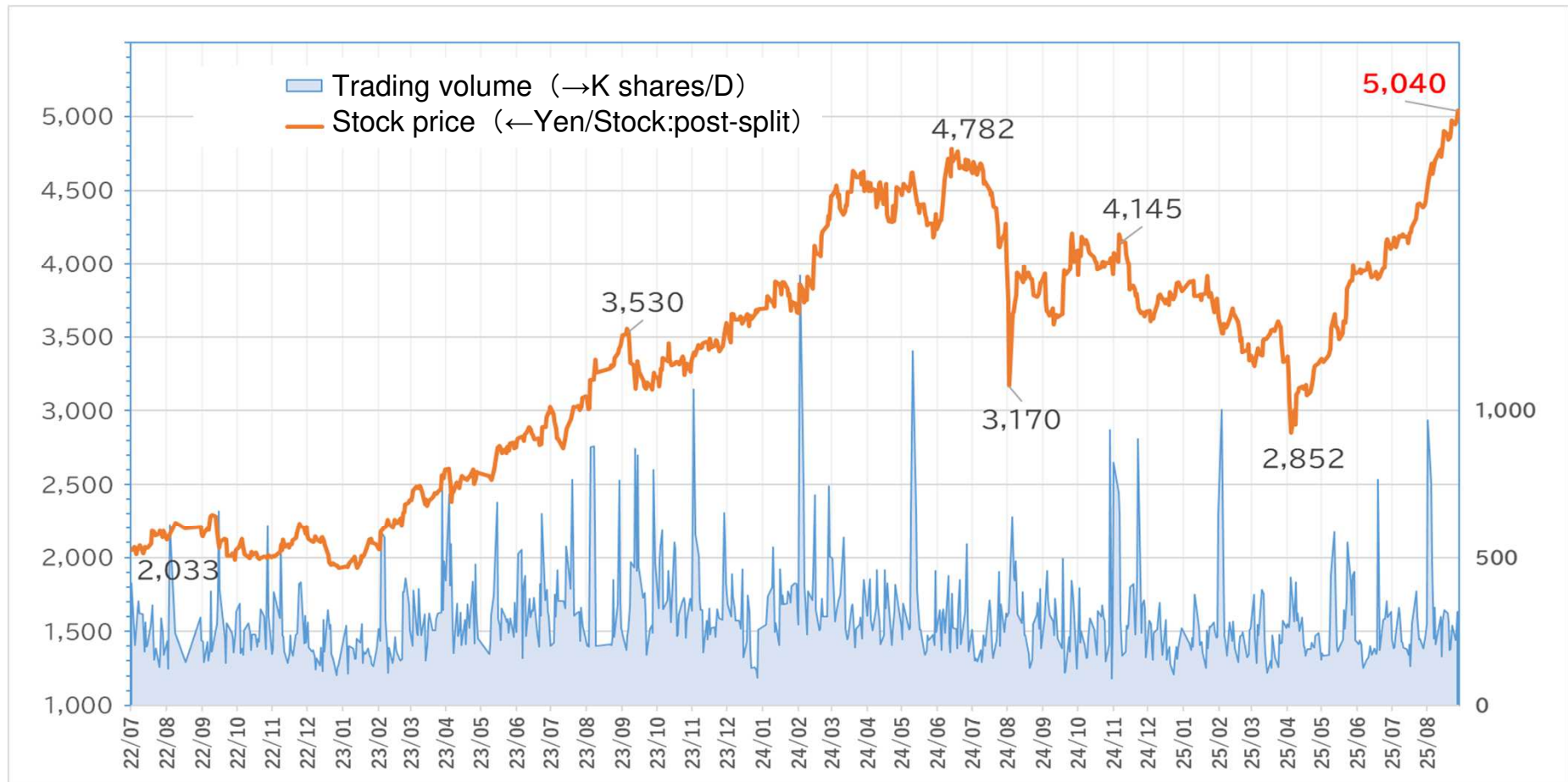
Director and Managing Executive Officer

Toshiya Hirai

Sumitomo Bakelite Stock Price Trend

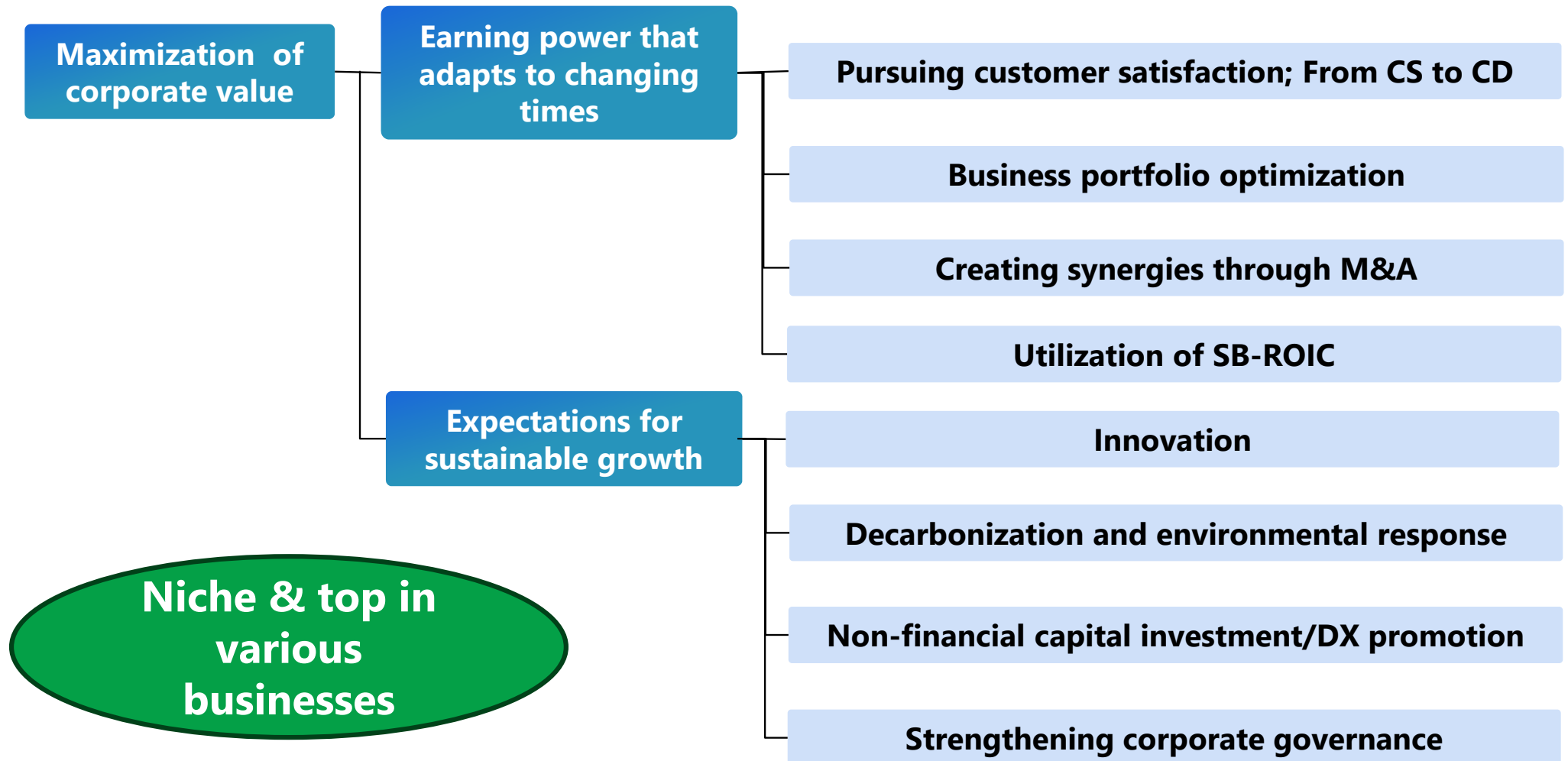
◆ SUMITOMO BAKELITE CO.,LTD.

First to Close Above ¥5,000 (8/28)



Initiatives to Raise our Company's Corporate Value

◆ SUMITOMO BAKELITE CO.,LTD.



Strengthening Profitability of Existing Businesses

Improve profitability based not only on business profit but also on investment capital

Ensure improvement by visualizing business SB-ROIC

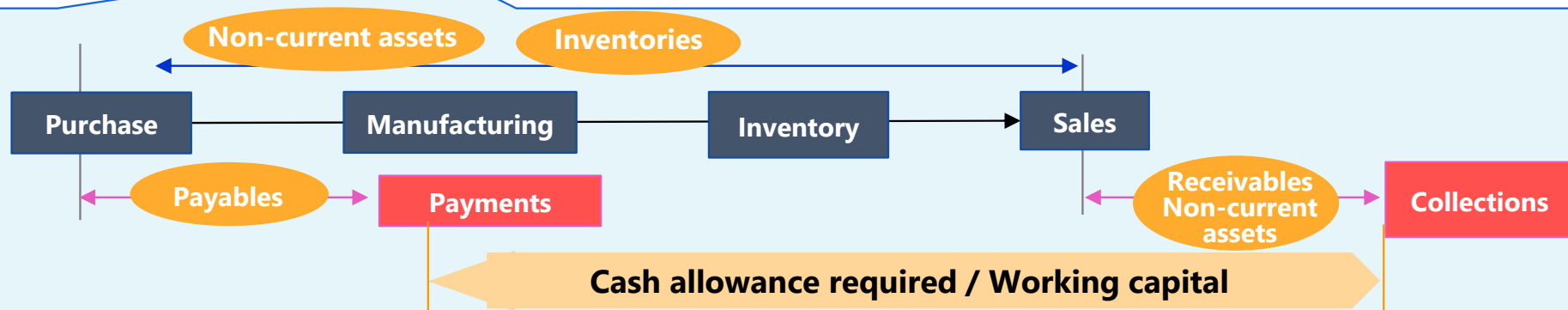
[Business Targets]
SB-ROIC

Business profit

Implement activity plans more aggressively than before

Investment capital

Work with a solid plan



Specific targets for each division and their implementation are essential to reduce investment capital

Investment Policy and Shareholder Returns

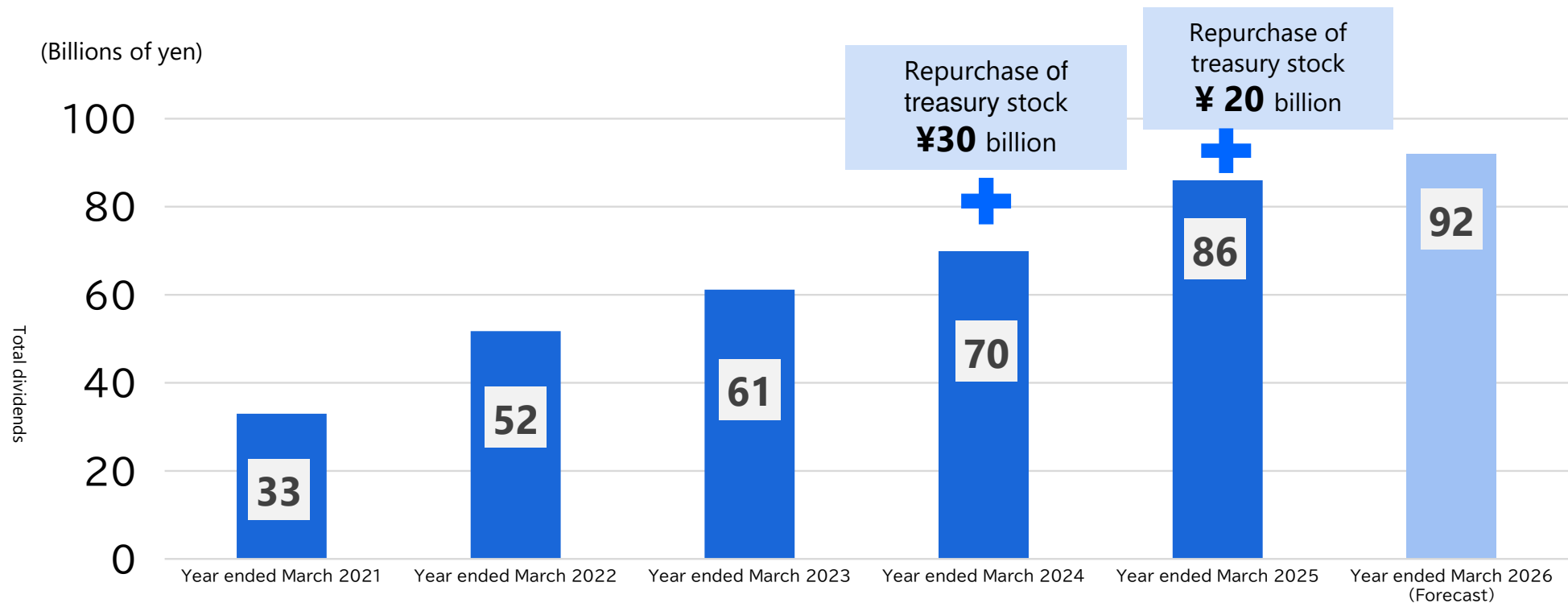
Allocation of management resources based on capital costs (FY 2024 – 26)

Cash allocation	Expected use of funds by use
Capital investments ¥50 billion	Strengthen profitability of existing businesses (medium-term strategy (1)) and implement timely capital investments that contribute to stable supply to customers
Growth investments ¥20 billion	Promote R&D for the creation of new products and solutions (medium-term strategy (2)), as well as DX and GX initiatives
Strategic investments ¥50 billion	Conduct strategic M&A that contributes to the search for knowledge to identify promising projects, the promotion of open innovation, and business portfolio reform
Shareholder returns ¥30 billion	Shareholder return policy (FY 2024 – 26) Stable and continuous return of profits Dividend payout ratio: Aim for approximately 40% (revised from previous target of 30% or higher)

Strengthening Shareholder Returns

 SUMITOMO BAKELITE CO.,LTD.

Total dividends 2.6 times over the past 5 years, and flexible share repurchases



Continue to stably and continuously return profits



SUMITOMO BAKELITE CO., LTD.

<https://www.sumibe.co.jp/>

■ Disclaimer

The information presented in this document is provided in good faith, but no warranty is given or is to be implied regarding its accuracy or relevance to any particular application. Users must satisfy themselves regarding the suitability and safety of their use of the information and products in the application concerned. Nothing herein is to be construed as advising or authorizing the use of any invention covered by existing patents without license from the owners thereof.

■ Copyright

All copyrights in or related to this document belong to Sumitomo Bakelite Co., Ltd. or its group companies, unless otherwise indicated. This document and its contents may not be used (including reproduced, altered, distributed or transmitted) without prior consent of Sumitomo Bakelite Co., Ltd. or its group companies.

■ Company Names

On this document, the name of the companies may be represented in simplified forms by omitting "Company Limited", "Inc." and/or other legal entity identifications.