



Business Briefing



Opening Remarks

September 9, 2025

Sumitomo Bakelite Co., Ltd.

**Chairperson and Representative
Director**

Kazuhiko Fujiwara



Business Briefing



Message from the President

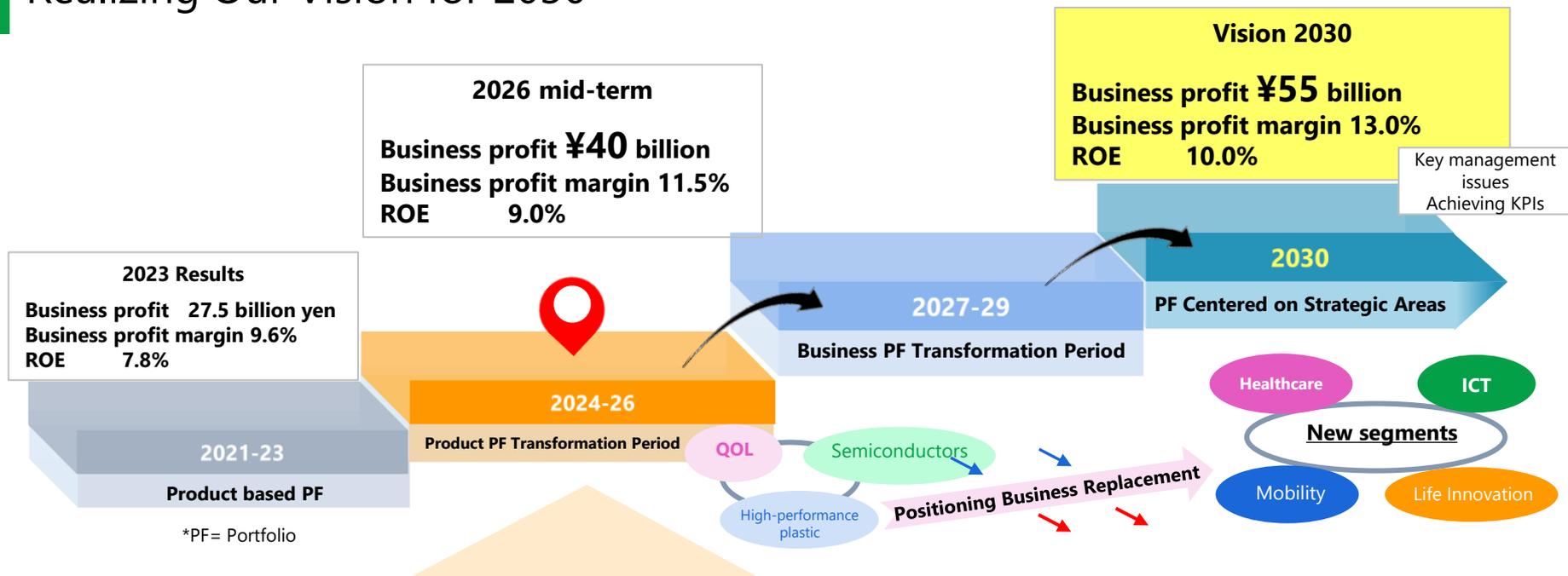
September 9, 2025

Sumitomo Bakelite Co., Ltd.

President and Representative Director

Shinichi Kajiya

Realizing Our Vision for 2030



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

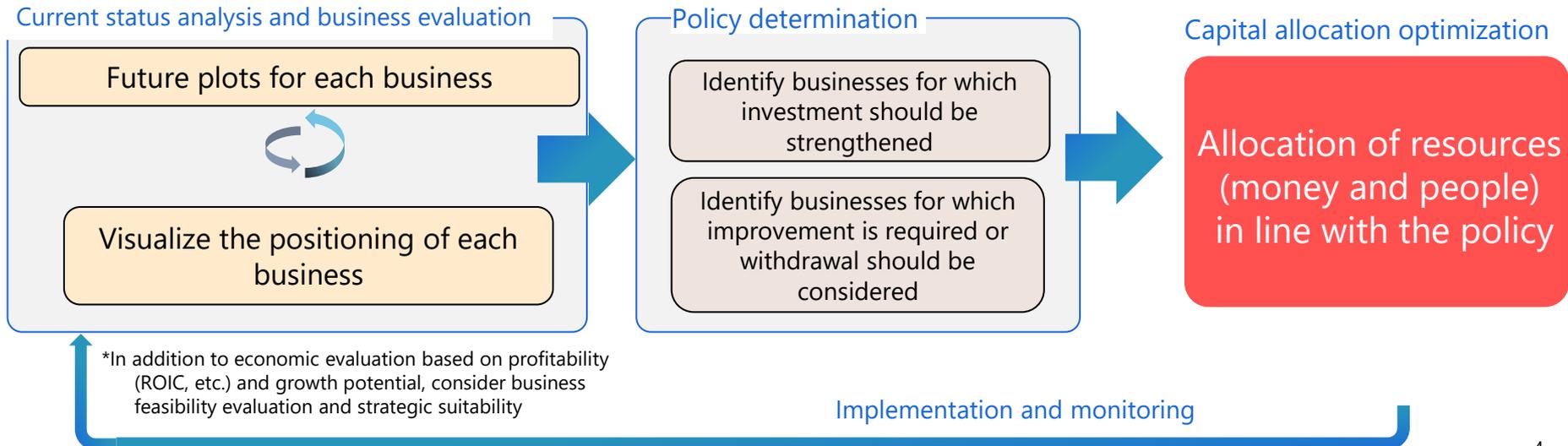
Acceleration of external collaboration and promotion of project development

Providing solutions through One Sumibe

Enhancing corporate value through value creation (sustainable growth)

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

Provide innovative products and services demanded by the market



Achieve customer satisfaction



Earn trust from customers

Sales and earnings expansion

Return to employees and shareholders
Increasing employee motivation

Increase corporate value



Development of Products and Services

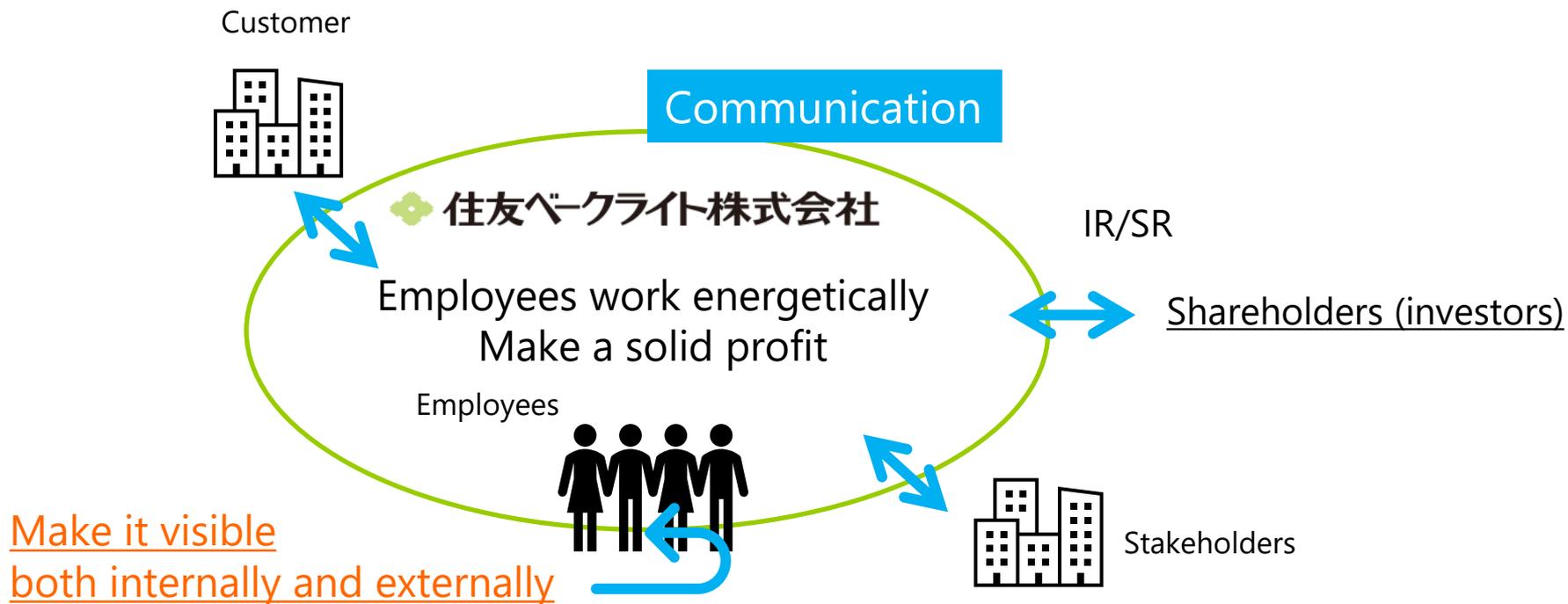
Develop new technologies and products

Invest in employees

Support from stakeholders



Strengthen Internal and External Communication



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



Business Briefing



Semiconductor Materials

September 9, 2025

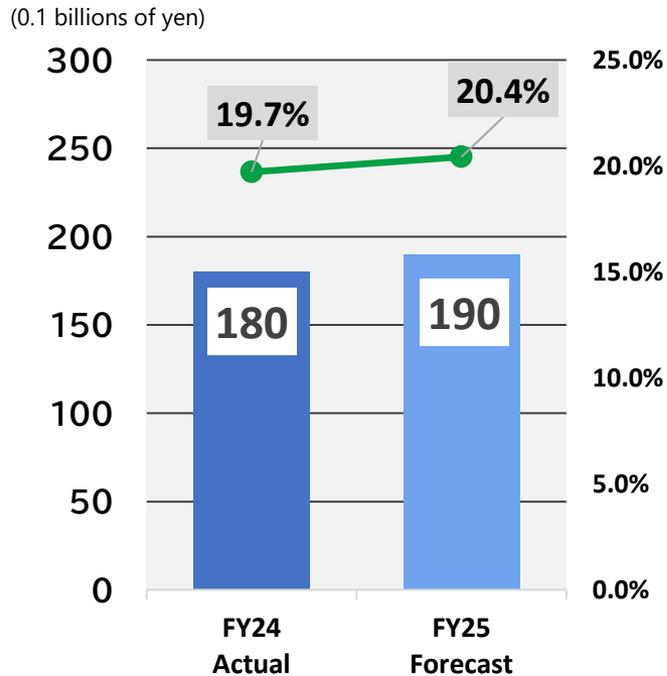
Sumitomo Bakelite Co., Ltd.

Director, Senior Managing Executive Officer

Keisuke Kurachi

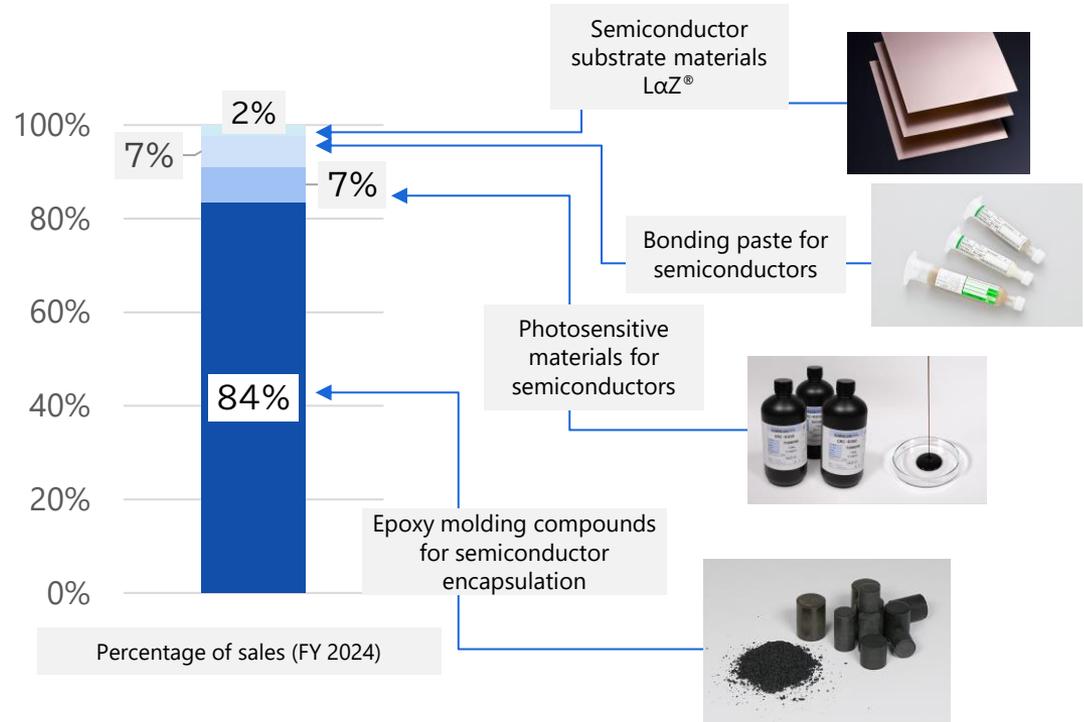
Overview of Semiconductor Materials

FY2025 Forecast
Business profit ¥19 billion
Business profit margin 20.4%
(Revenue ¥93 billion)



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

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

•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

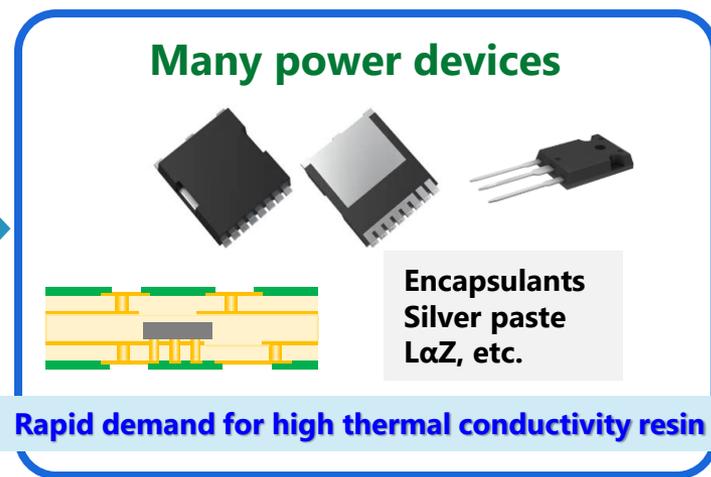
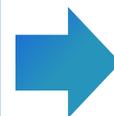
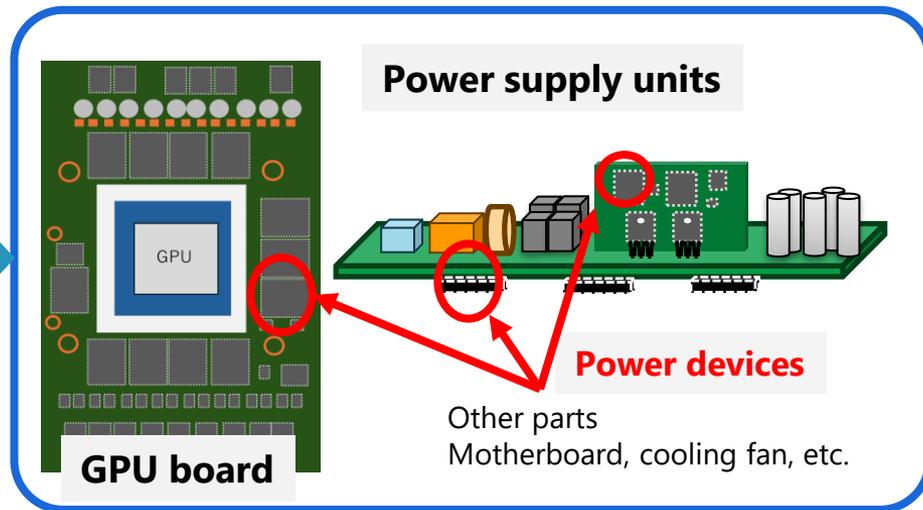
Wind power generation

Hydrogen

Carbon dioxide

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

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



Project ⇒ OneSumibe Activities ⇒ Development Department

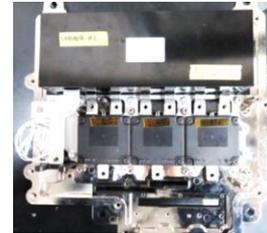
Our proof-of-concept approach to customer products generated a great response and expanded business

e-Axle

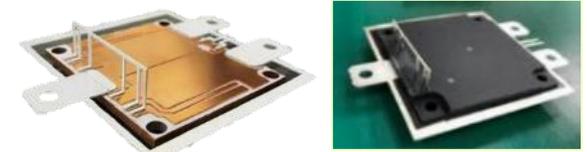
Next generation electric axle
Project Team
 (2020/1~2025/3)



Inverter



Power Module



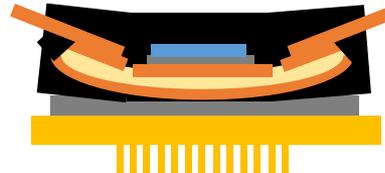
Unique structure using resin
 Demonstration proposal very popular



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

General power module
 Ceramic insulation + full sinter material

Large warpage due to CTE mismatch

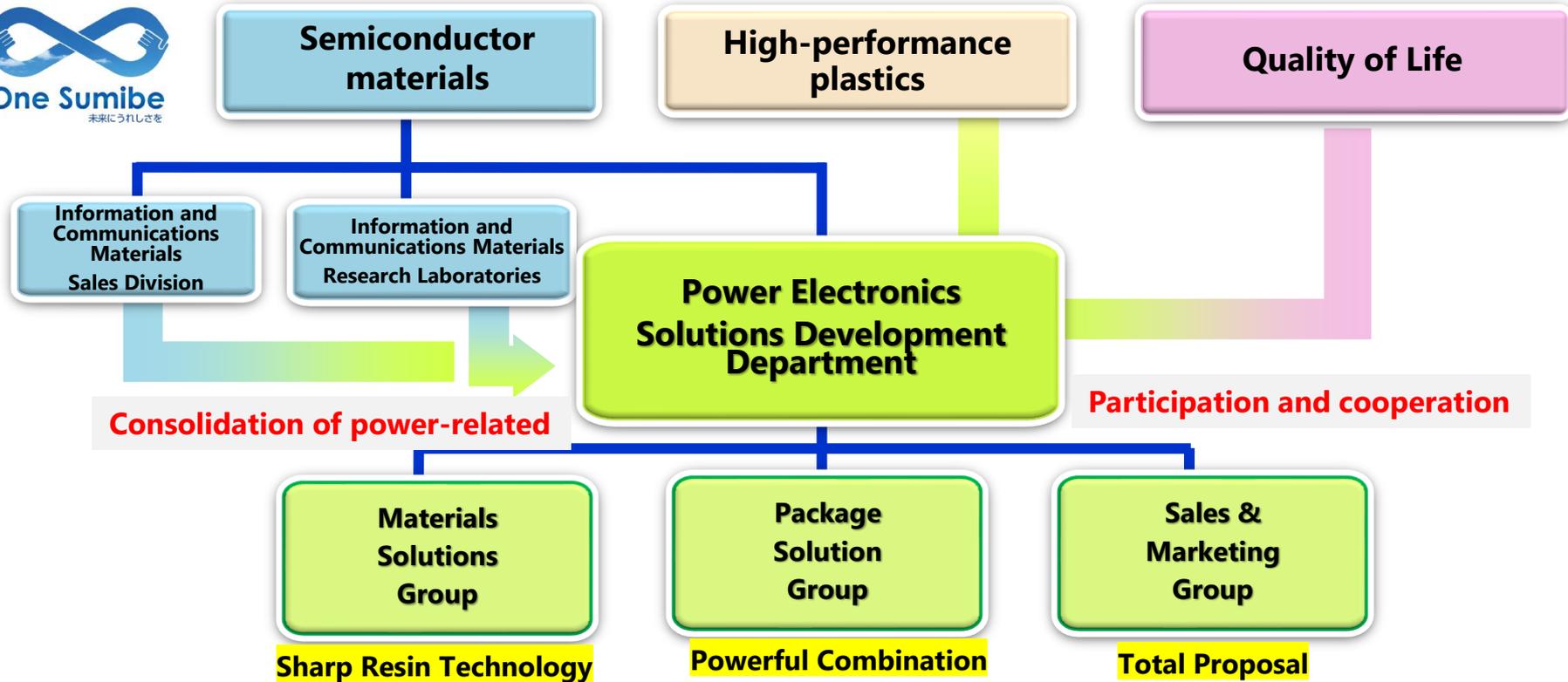


- Warpage ⊙
- Reliability ⊙
- Thin ⊙
- Heat Dissipation ⊙

Expansion of projects through total solution proposals

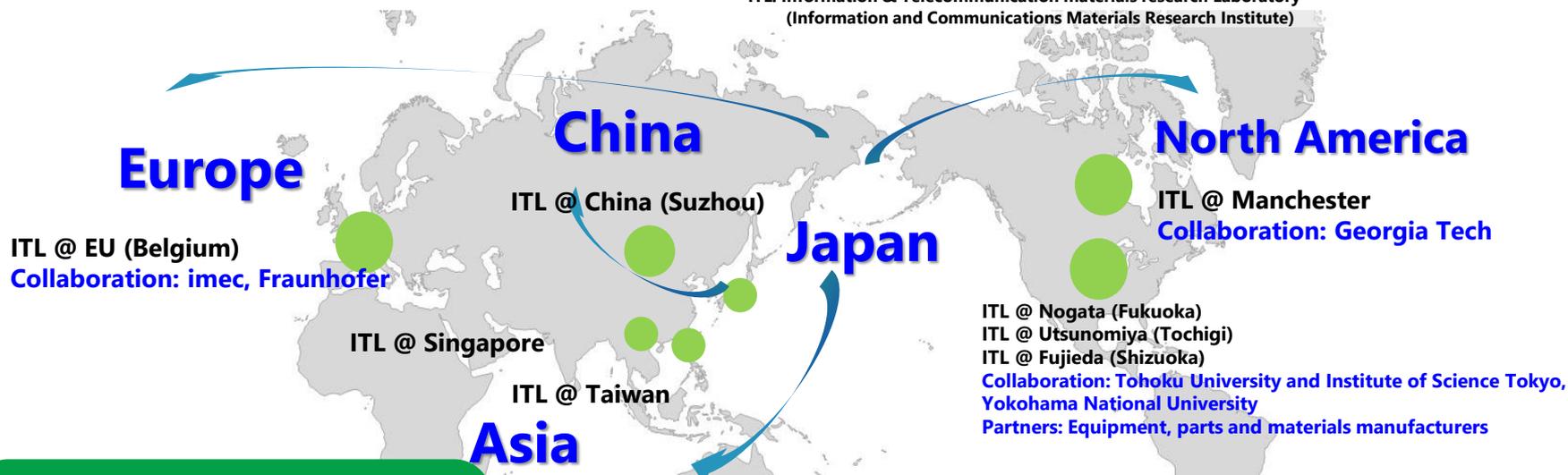
New Power Organization Established April 2025

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



Supporting customers and partners around the world

*ITL: Information & Telecommunication materials research Laboratory
(Information and Communications Materials Research Institute)



Proposing advanced technologies

Cooperation and collaboration with academia consortia and partner companies

Global demonstration

Open lab joint demonstration alongside customers

Locally-based support system

Key customers: Strong relationships
Utilizing networks



Business Briefing



High-performance Plastics

September 9, 2025

Sumitomo Bakelite Co., Ltd.

Director and Senior Managing Executive Officer

Takashi Kobayashi

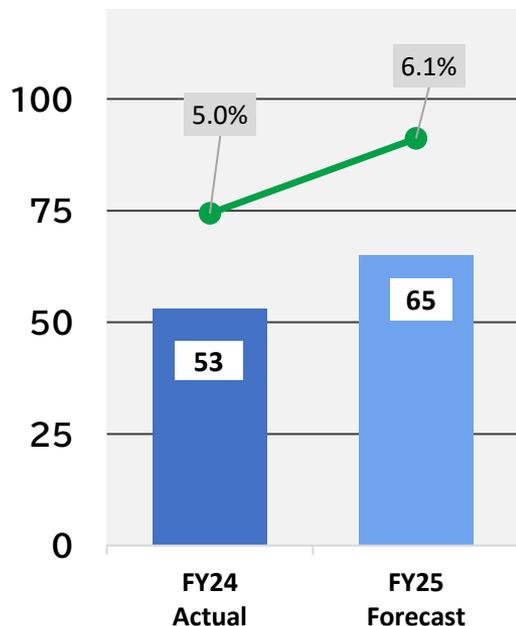
Forecast for FY2025

Business profit 6.5 billion yen

Business profit margin 6.1%

(Revenue 107 billion yen)

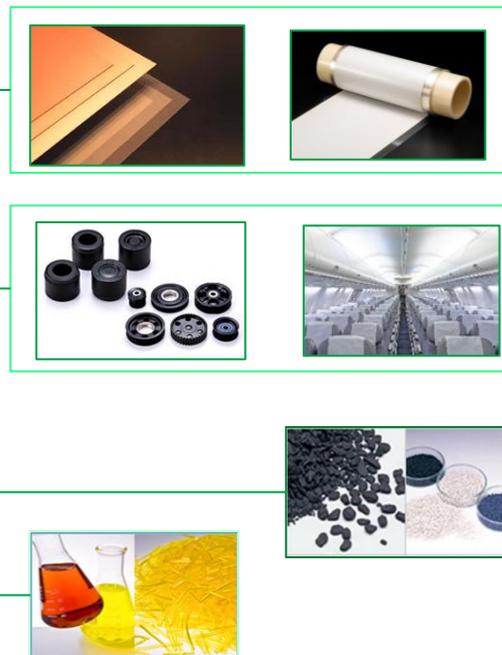
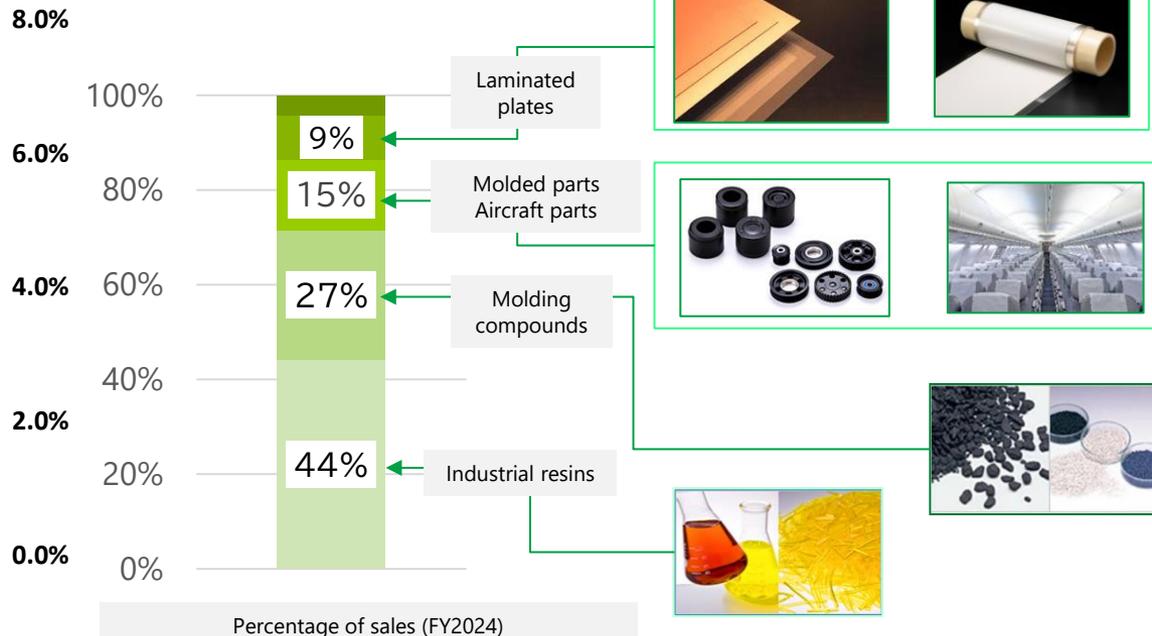
(0.1 billions of yen)



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)

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

(Sales Expansion and Development of Products in Strengthened Areas)

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



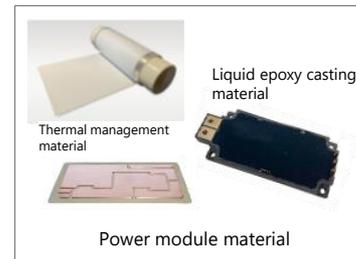
Expansion of COPLUS[®] applications

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

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

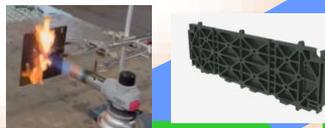


EV Vehicle:
(Fuse Case)

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



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



Molding compounds (diallyl phthalate resin)



Example of Expected Applications

Developed product

For Power Control Unit Bus Bar
(Inverter, OBC, JB, etc.)

- Power Module Resin Case
- Bus Bar



Powder paint (epoxy resin)



Example of Expected Applications

Under development

- Bus Bar



- Motor Coil End



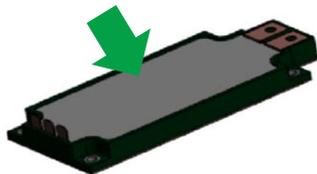
Solutions for Power Modules: Liquid Epoxy, High Heat Dissipation Insulation Sheet



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)

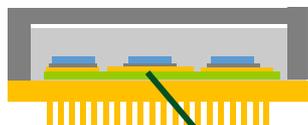
Development of epoxy casting materials with higher heat resistance and longer life than conventional materials

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

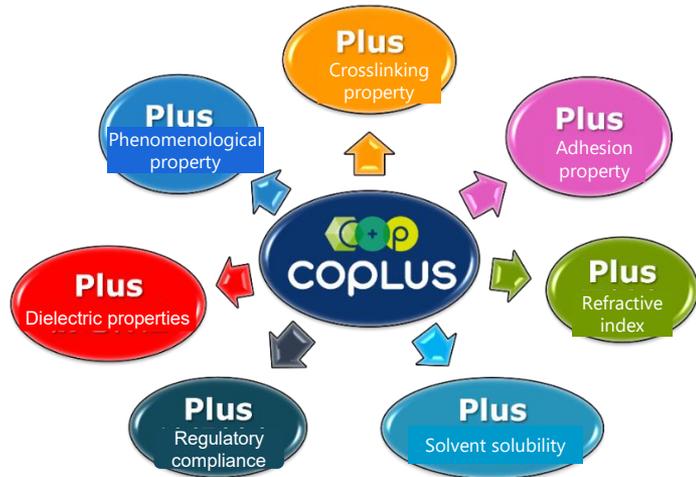
Thermal conductivity 12 W/(m · K) 18 W/(m · K)

Substitute ceramic substrates for more flexibility in designing module structures

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



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.

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

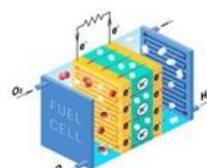
Increased applicability of phenol resin to reduce environmental impact



Architecture



Corrosion resistance
Surface treatment



Fuel cells

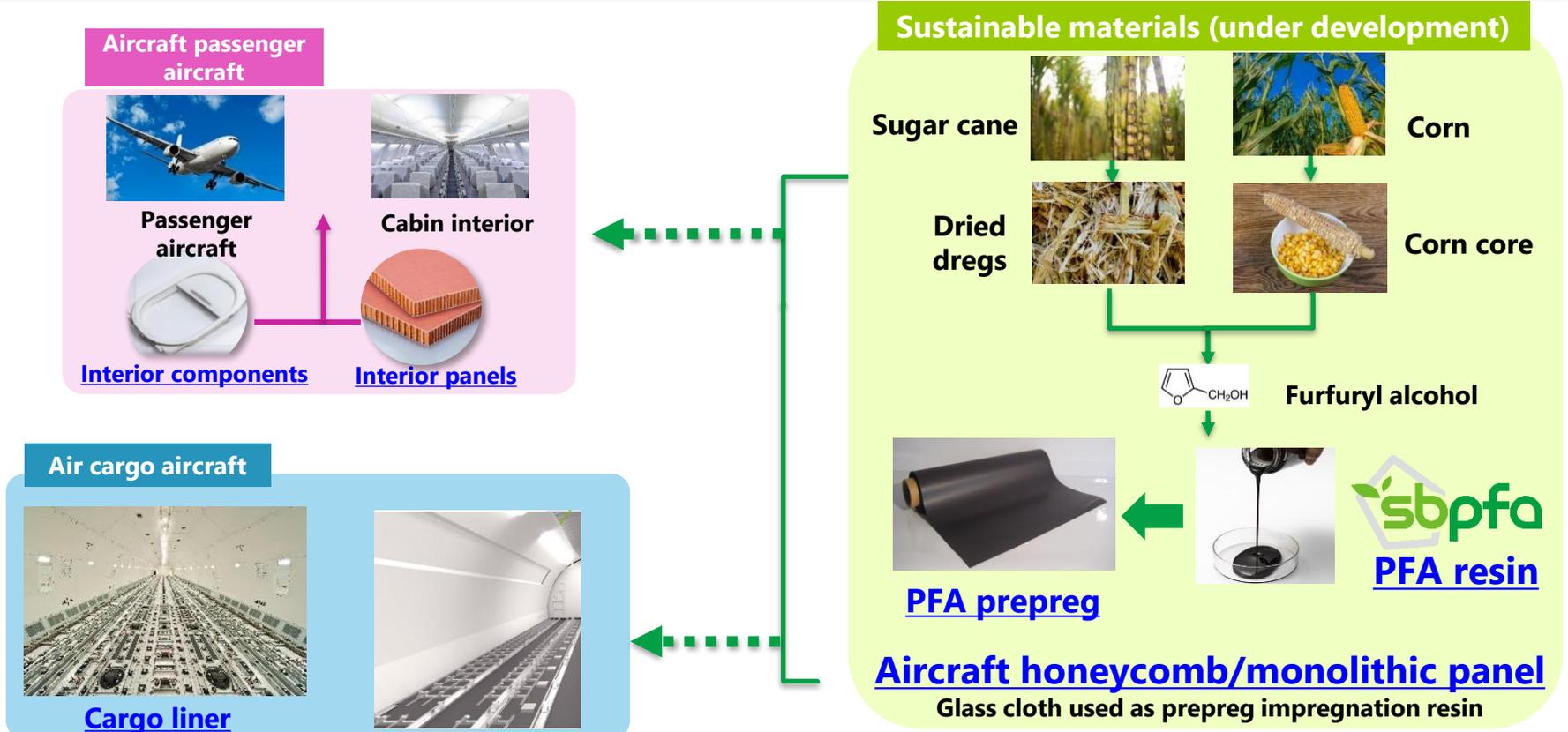


Semiconductor
process

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

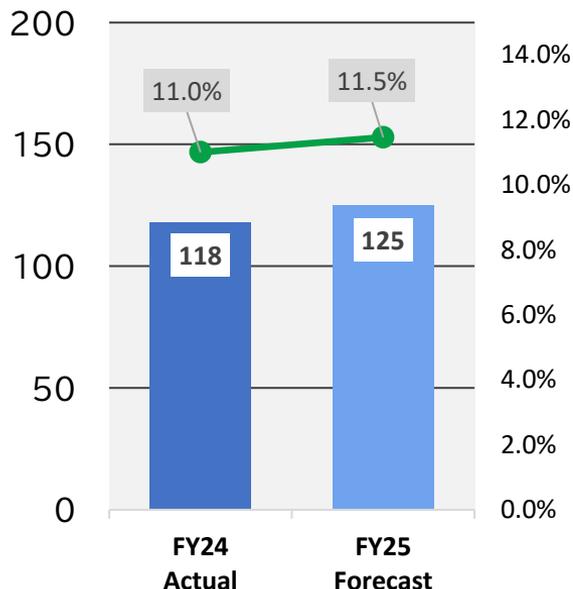
**Sumitomo Bakelite Co., Ltd.
Managing Executive Officer
Atsushi Tanaka**

Quality of Life Products Film Sheets

FY2025 Forecast

Business profit ¥12.5 billion
Business profit margin 11.5%
(Revenue ¥109 billion)

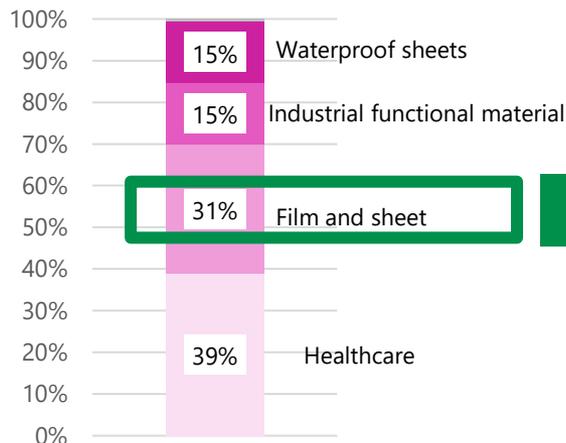
(0.1 billions of yen)



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

P-Plus Food Film Sheet

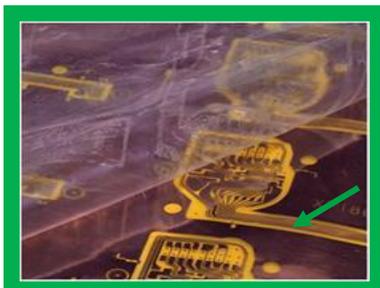
■ Films for food packaging



■ Freshness preserving film [P-Plus]



■ Release films



■ Dicing tape

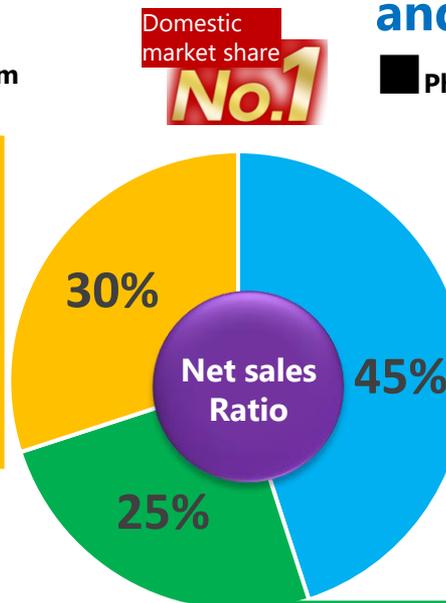


Pharmaceutical packaging film and sheet

■ Pharmaceutical PTP packaging material

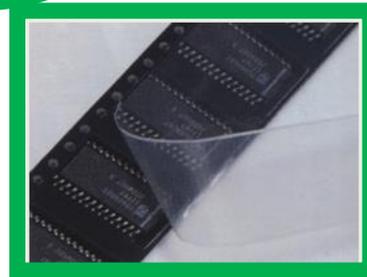


Domestic market share
No.1



Industrial film sheets

■ Cover tapes for transporting semiconductors and electronic components



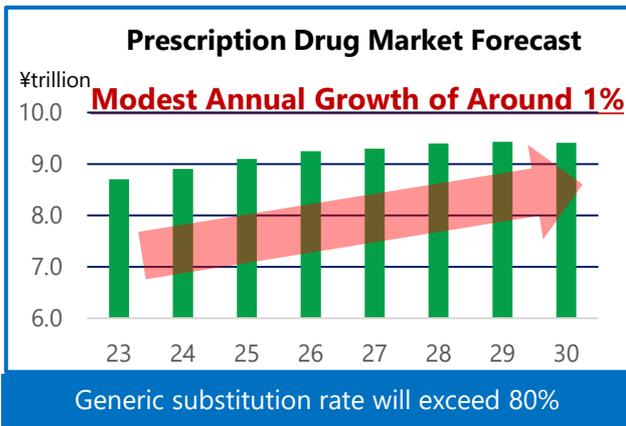
Semiconductor applications

*Share: Own research

Maintaining and Expanding the Top Share in Japan

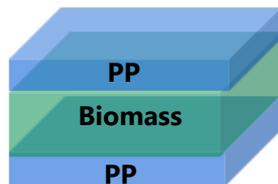


(Internal survey)



Environmentally Friendly Products in the Domestic Market

Biomass sheet



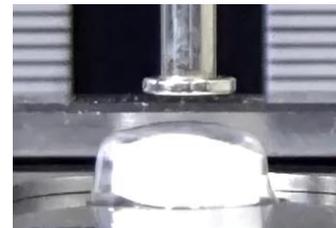
CO2
Approximately
33% reduction



Technical Support Advantage

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

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

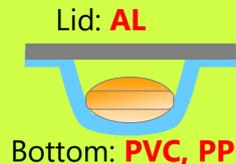
Around 2028
PFAS Packaging Regulations

~ 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



Cover tape



Semiconductor market worldwide top share

- ✓ Anti-static control
- ✓ Peel strength stability

Key technologies

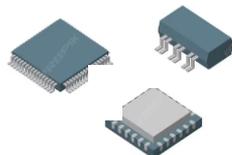
Layer Configuration



Strength + Softness

Anti-static + Transparency

Semiconductors

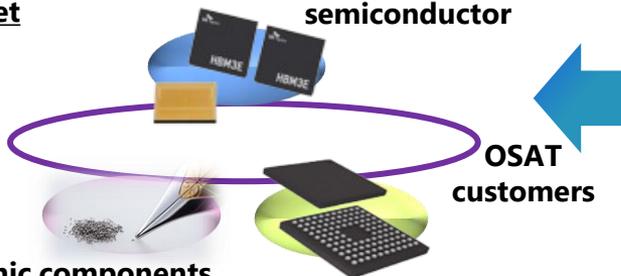


Target market



Ultra-small electronic components

High-performance semiconductor



Technical service capability



Equipped with the same facilities as our customers

Easy data acquisition

Supply stability



New model numbers to match the Chinese market

Expand by improving customer productivity and achieving stable production

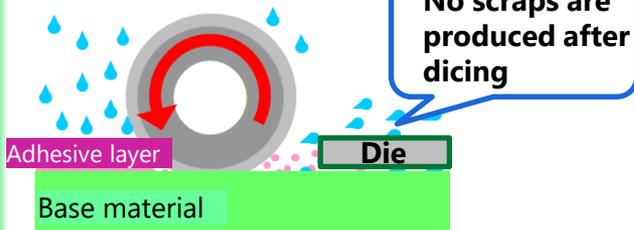
Strategy to Expand Sales of Semiconductor Dicing Tapes SUMITOMO BAKELITE CO.,LTD.

Individual wafers and packages



Key technologies

Low contamination

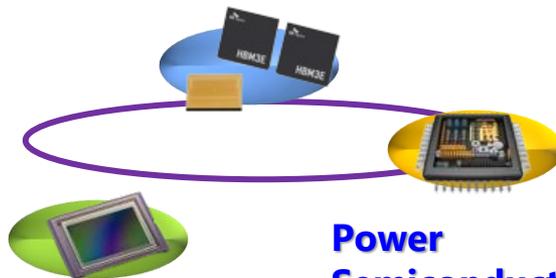


Adhesive layer technology

Compatibility of thin film, hardness and adhesiveness

Logic semiconductors

Circuit miniaturization and process complexity



Power Semiconductors

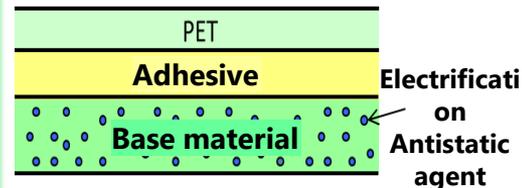
CIS

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

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



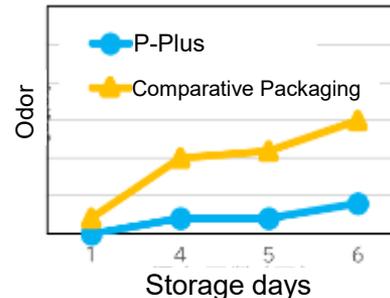
Lid material changed from plastic container to P-Plus
=> Use of plastic reduced by about 30%

Prevention of swelling



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

Control of odor



Effective for fresh produce that loses freshness once cut



For Cut Watermelon

For Cut Melon

Food: Expanding the Market with Skin Packs

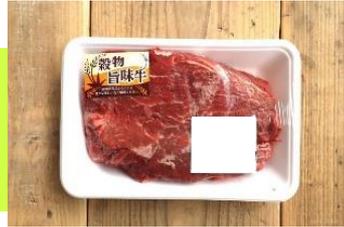
Excellent traceability (drip control) and oxygen barrier (oxidation prevention)
Extends the shelf life of beef by 2 weeks

Conventional product
Tray + Wrap



Reduced food loss
Matured and improved tastiness

Serving delights



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



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**



Business Briefing



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

September 9, 2025

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

FY2025 Forecast

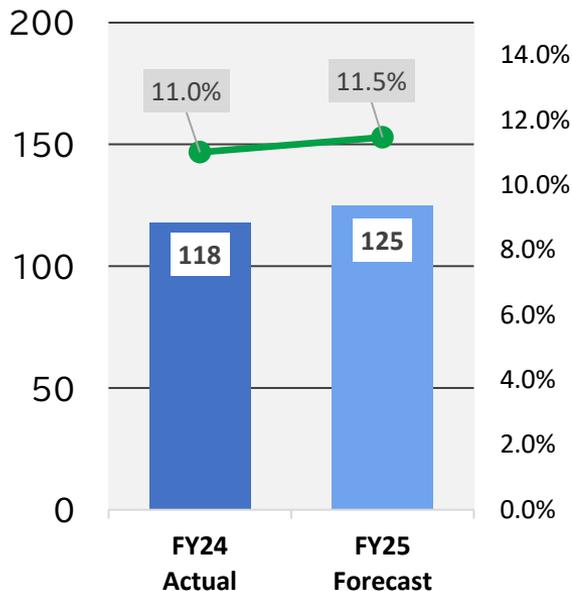
Business profit ¥12.5 billion
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FY2025 initiatives [Healthcare]

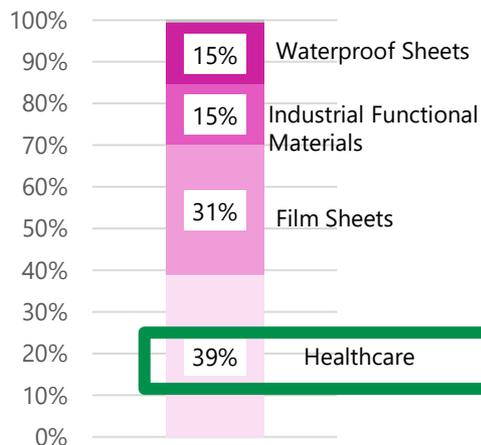
■ **Medical Products:** Strengthen sales of minimally invasive medical devices
 Expand vascular microcatheters to the brain

■ **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

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

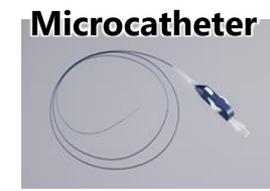


Testing

Urinemate
Tracheal Suction Kit



Expanding Sales in Global Markets



Existing country of sale
New country of sale

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

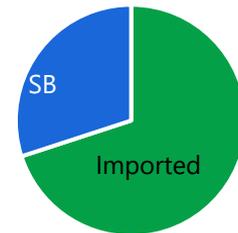
Overseas expansion under
consideration



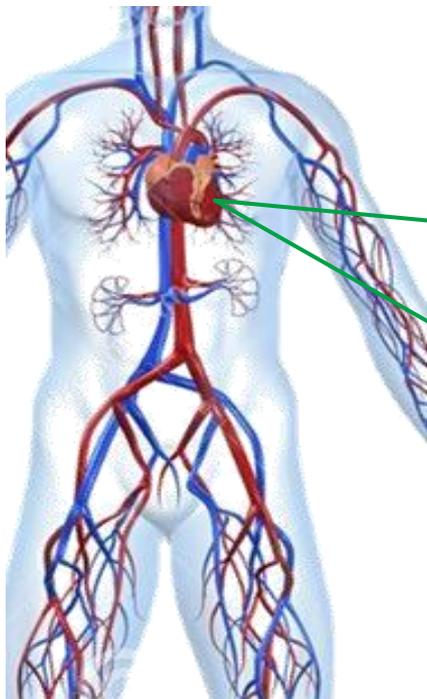
Minimally Invasive Treatment (Endovascular Treatment) SUMITOMO BAKELITE CO.,LTD.

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

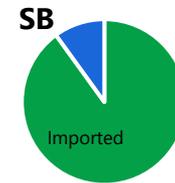
- Minimally invasive treatment of arch thoracic aortic aneurysm
- Utilizes a proprietary fenestrated design to preserve cerebral blood flow during treatment

NEW

▪ Lineup expanded in January 2025

Minimally Invasive Treatment (Gastrointestinal Endoscopy/Japanese Market)

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

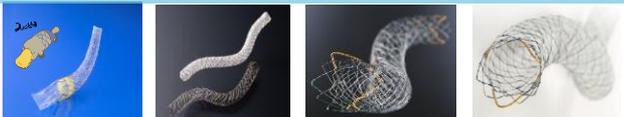


Small diameter dumbbell structure
Migration resistance
Improved performance



Constricted structure that fits the bile duct

Product lineup based on application

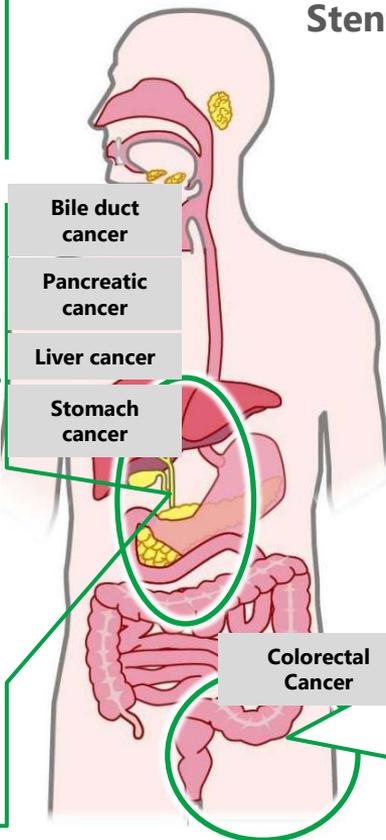


Stents for the stomach and duodenum

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

Bio-research Equipment

Cell Culture Container
Cryopreservation Container
Plate for Immunoanalysis



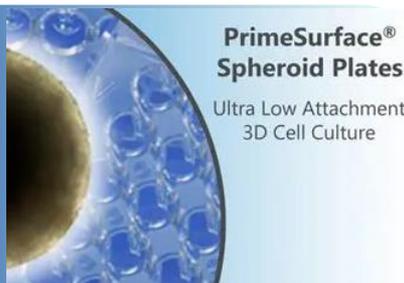
Glycan Purification and Analysis

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

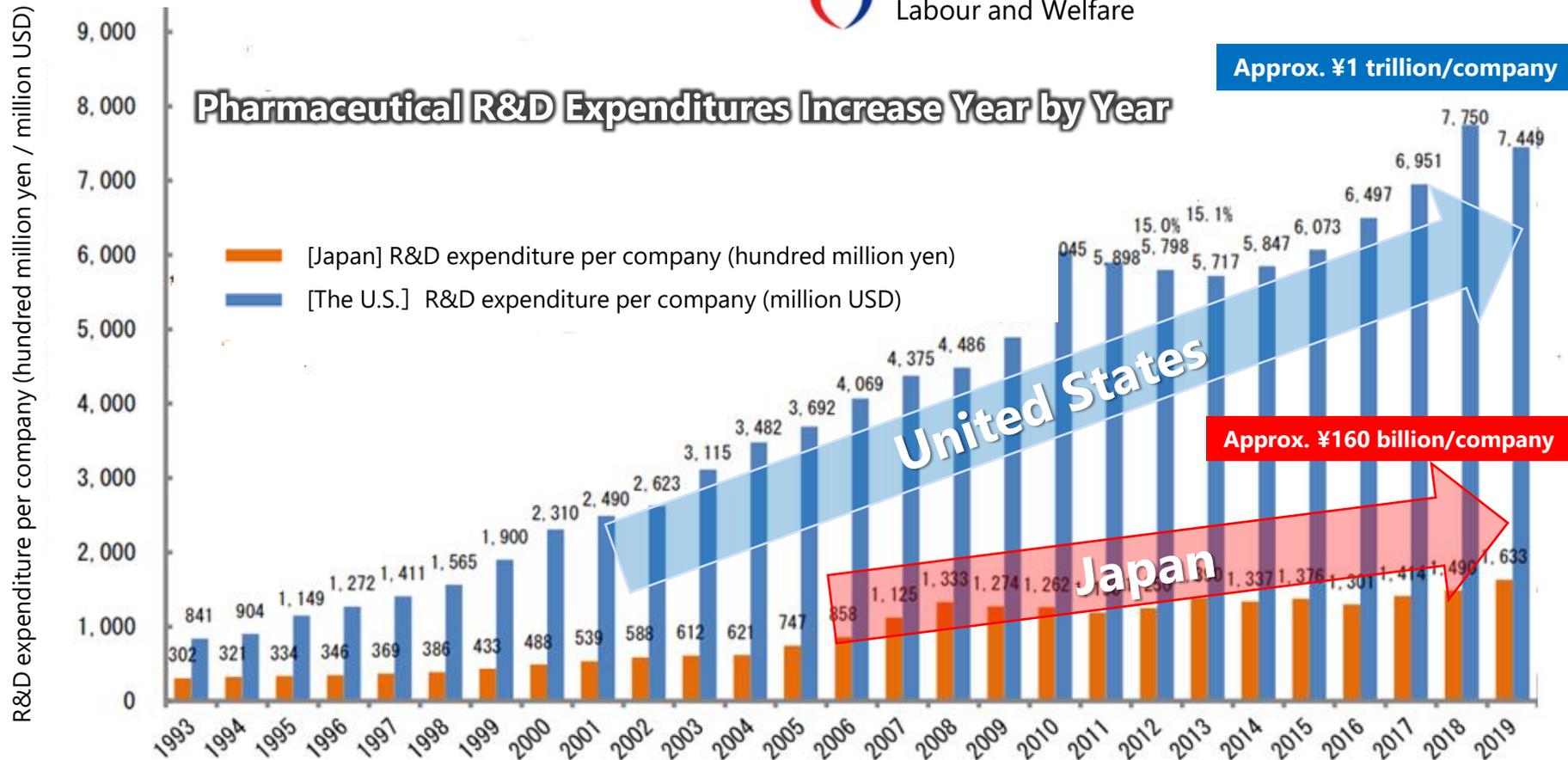
Human-Imitating Tip (MPS)
BioStellaTM, MeioflexTM



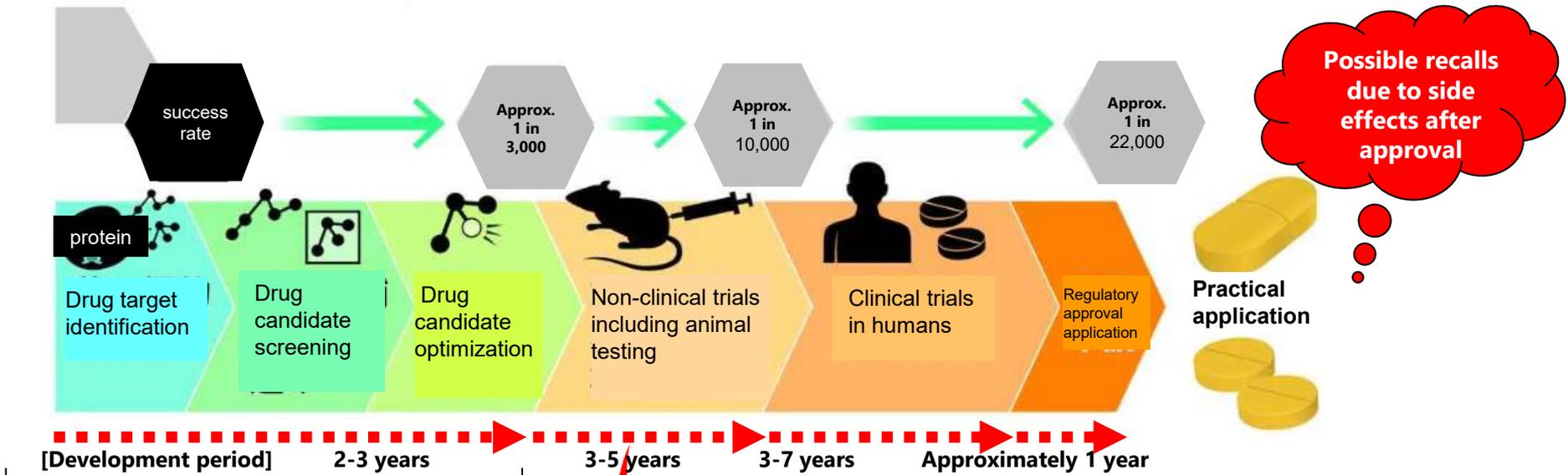
Pharmaceutical R&D Expenditures



Ministry of Health,
Labour and Welfare



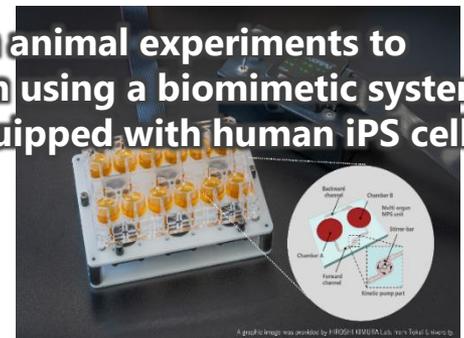
Time Required for Drug Development and Probability of Success



Shift toward IT technology such as AI and supercomputers

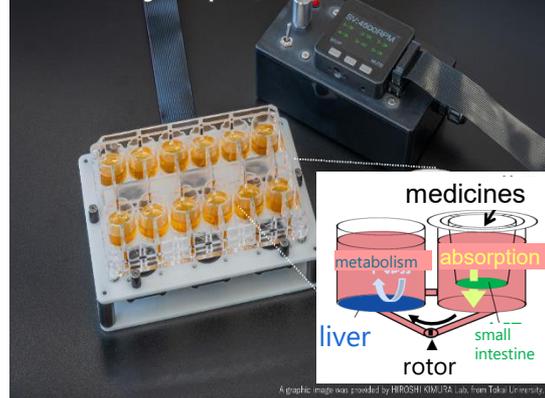


From animal experiments to evaluation using a biomimetic system (MPS) equipped with human iPS cells



Multi-organ-MPS "BioStella™"

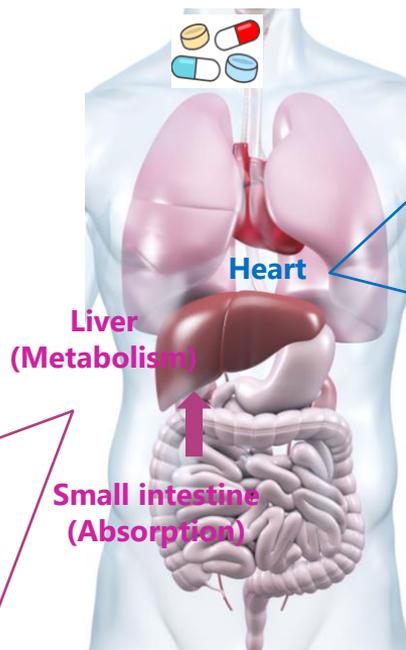
(Prediction of drug absorption, metabolism, distribution and excretion)



A graphic image was provided by HIROSHI KIMURA, Lab. from Tohoku University.

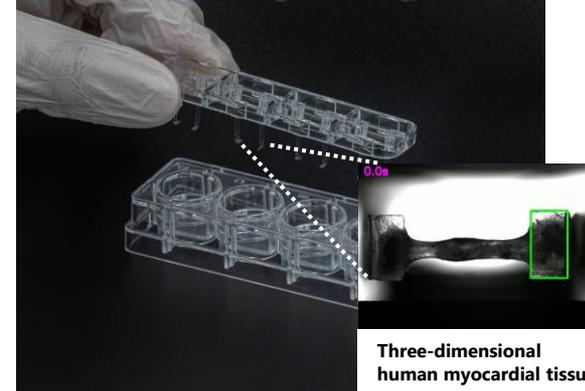
World's first built-in stirrer pump drive

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)



Three-dimensional human myocardial tissue

World's first plastic film pillar

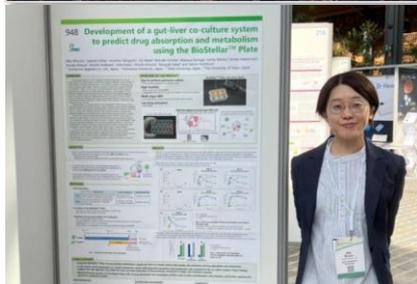
Plastic film pillars reduce the adsorption of test drugs, contributing to accurate prediction of the effects and toxicity of test drugs on three-dimensional myocardial tissue.
Developed jointly with the iPS Cell Research Institute of Kyoto University.

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

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.

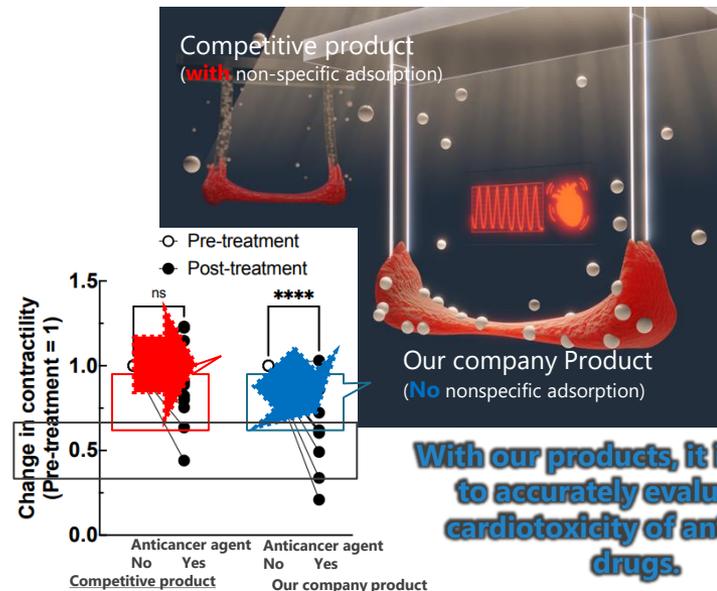


Together with our research partners, we reported our research findings at both international and domestic MPS conferences.

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.

Data Accuracy ×



Business Briefing



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

September 9, 2025

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

[Industrial Functional Materials and Waterproof Sheets]

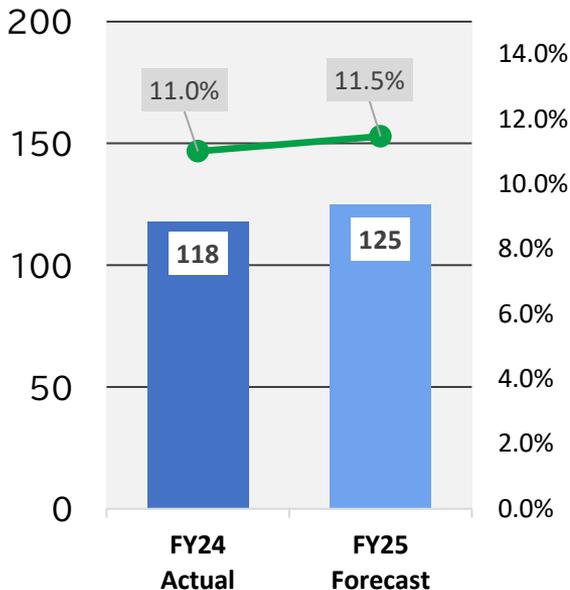
FY2025 Forecast

Business profit ¥12.5 billion
Business profit margin 11.5%
(Revenue ¥109 billion)

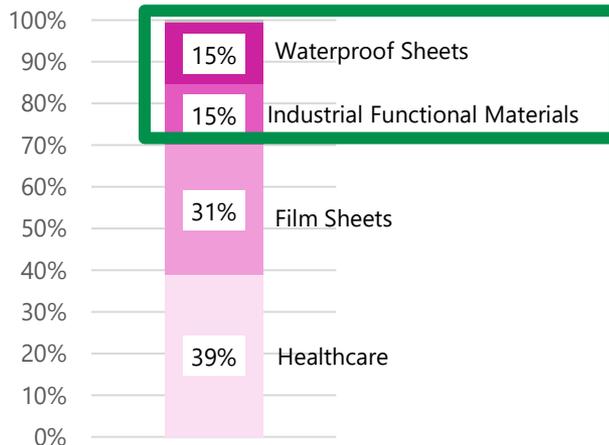
Fiscal 2025 Initiatives [Industrial Functional Materials and Waterproof Sheets]

- 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

Market Share: Internal Research

Thermoplastic Resin Sheet Materials Business Focusing on Polycarbonate Resin

Polycarbonate



No. 2 in the World

HUD optical PC sheets



No. 2 in the World

PC polarizing eyewear plates



No. 1 in Japan



PC Insulation



No. 1 in Japan



PC sheet



No. 1 in the World

PC sheet for two-wheel windshields



World First

Electronic dimming sheet (device)

Other than polycarbonate

No. 1 in Japan



High-impact PVC



Railway Melamine



Commercial plastic cutting board

Expanding Differentiated Products into Niche and Top Market Share

"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.

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

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)



Transmission rate:
80%

Approx. 10 sec.



Transmission rate:
10%

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



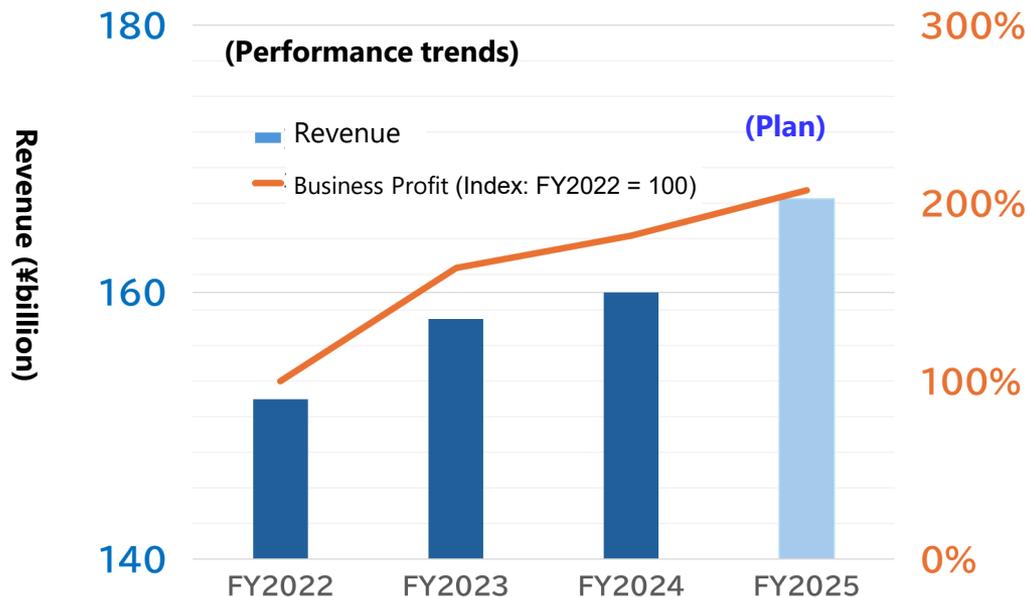
World's first! Eyewear with electronic dimming
Development project ⇒ advanced to commercialization project

Waterproofing Business

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

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





Business Briefing

R&D and New Business

September 9, 2025

Sumitomo Bakelite Co., Ltd.

**Executive Vice President and Representative
Director**

Masayuki Inagaki

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



Priority SDGs 6+1 Areas

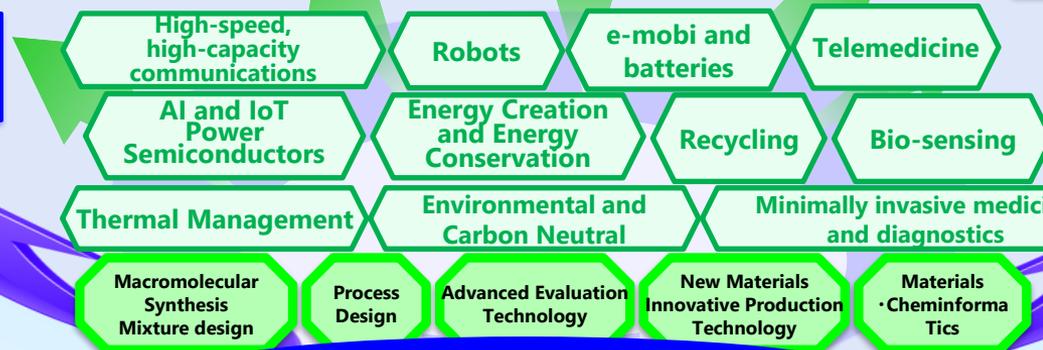


*Future Value
= Environmental, Social, and Economic Value

Mobility Customers Healthcare

Packaging Materials

Information and communication devices



Packaging

Areas of Creation

Research and Development Activities

Activities to Solve Customer Needs and Social Issues Company-wide



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

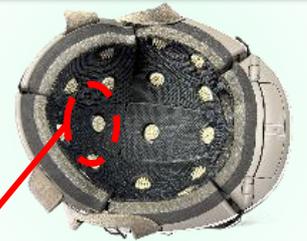


- ✗ Complicated to wear
- ✗ Cannot measure for a long time
- ✗ Heavy burden on the user

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

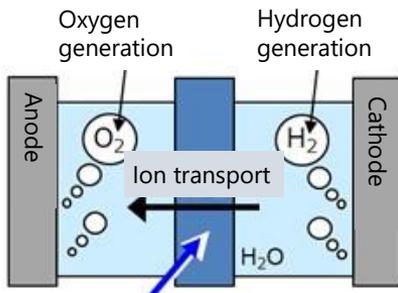
Progress in clinical research for epilepsy patients (scheduled to be presented at the 2025 Epilepsy Society meeting)
Expected to be implemented in society for epilepsy diagnosis in 2027, followed by application

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)	○~×	○~×

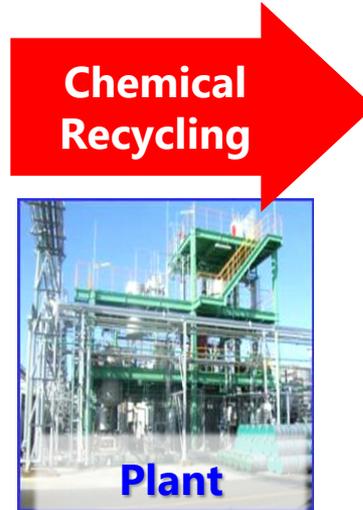
(Comparison with our company)

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

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

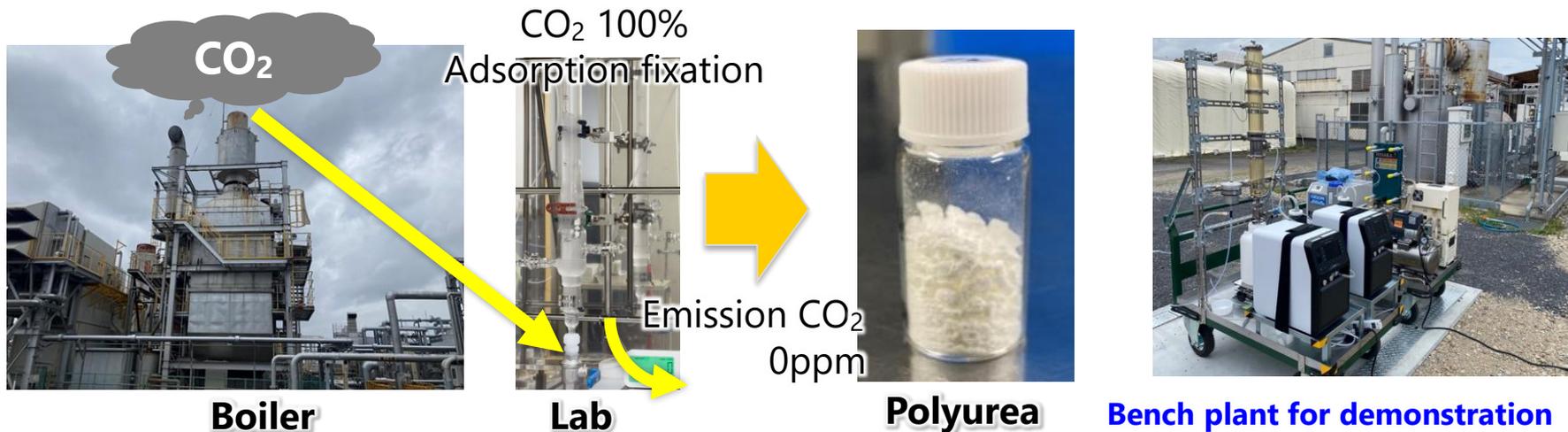


Established elemental technology and moved to implementation project.
Aiming for social implementation in 2028, **plant verification** is under review.

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

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

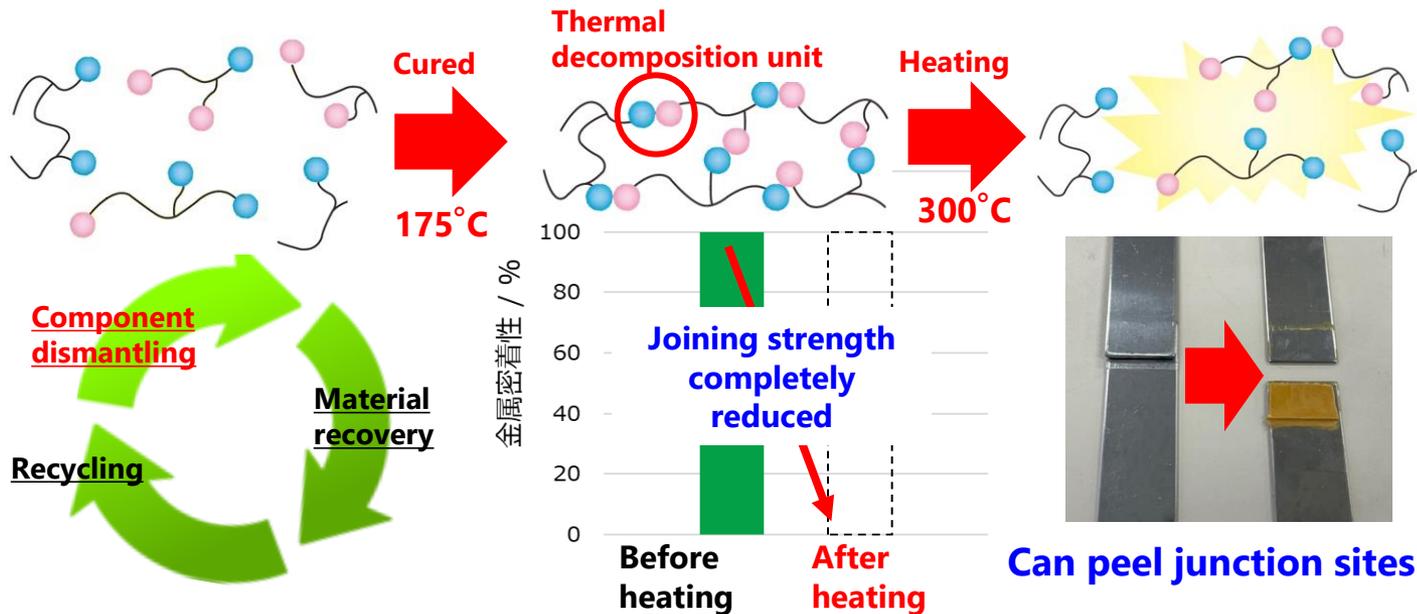
Intended use:

Automotive
Materials
Recycling



Battery

Stator Motor



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



Business Briefing



Capital Policy

September 9, 2025

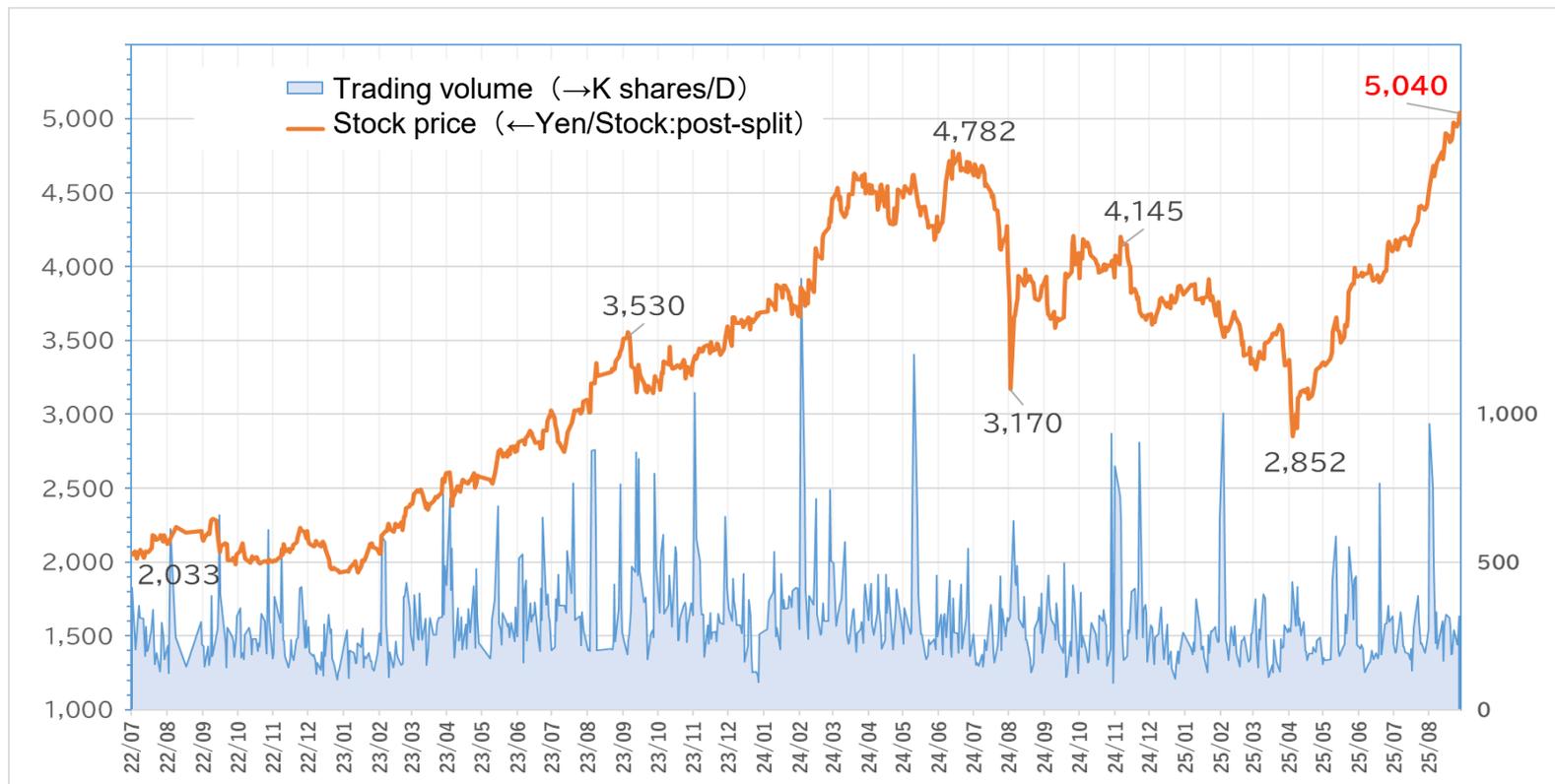
Sumitomo Bakelite Co., Ltd.

Director and Managing Executive Officer

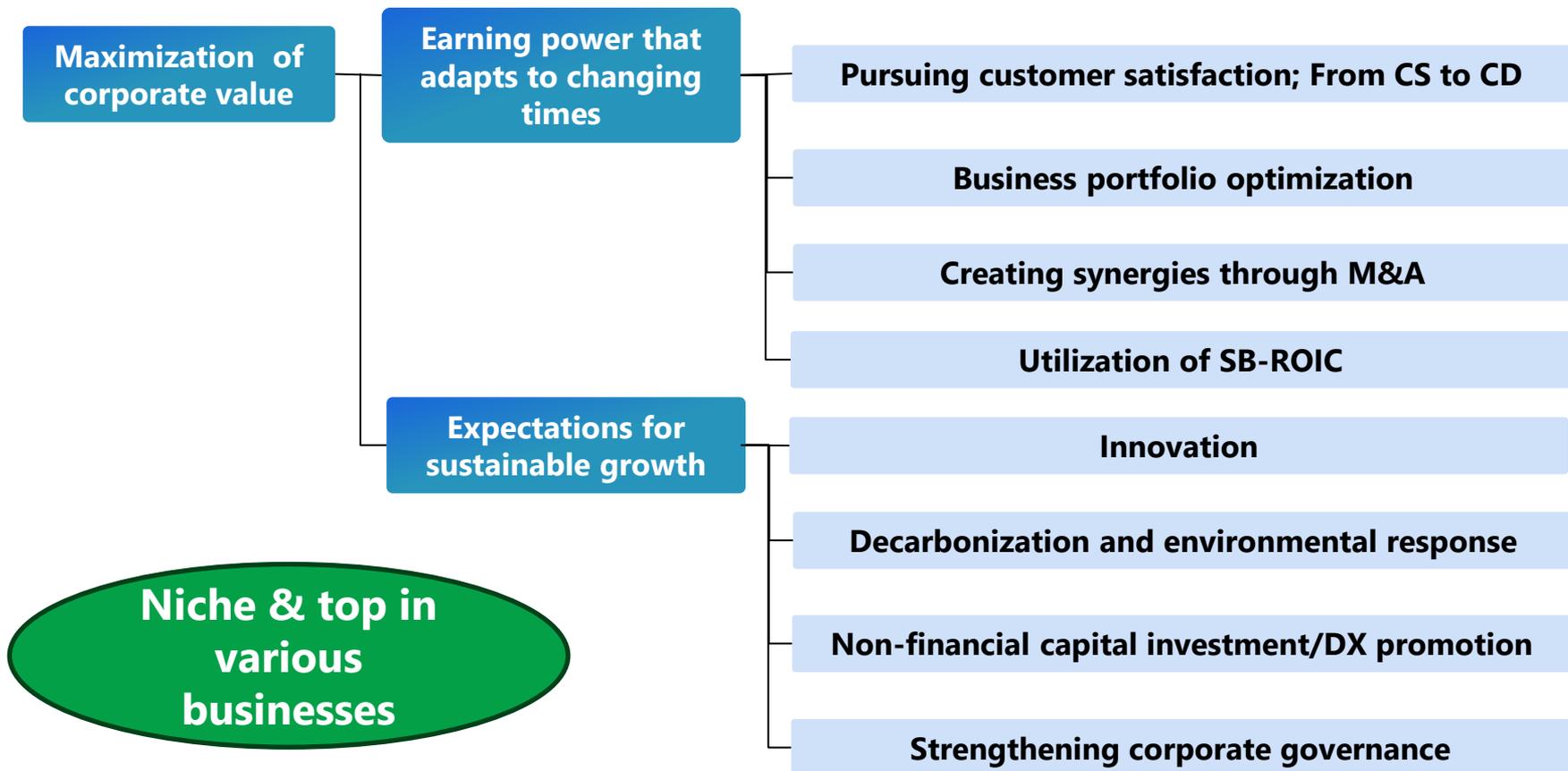
Toshiya Hirai

Sumitomo Bakelite Stock Price Trend

First to Close Above ¥5,000 (8/28)



Initiatives to Raise our Company's Corporate Value



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

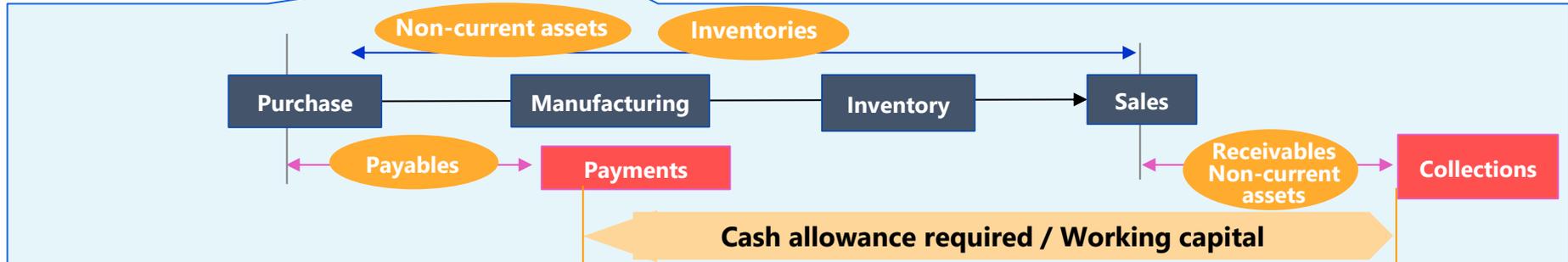
[Business Targets]
 SB-ROIC

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

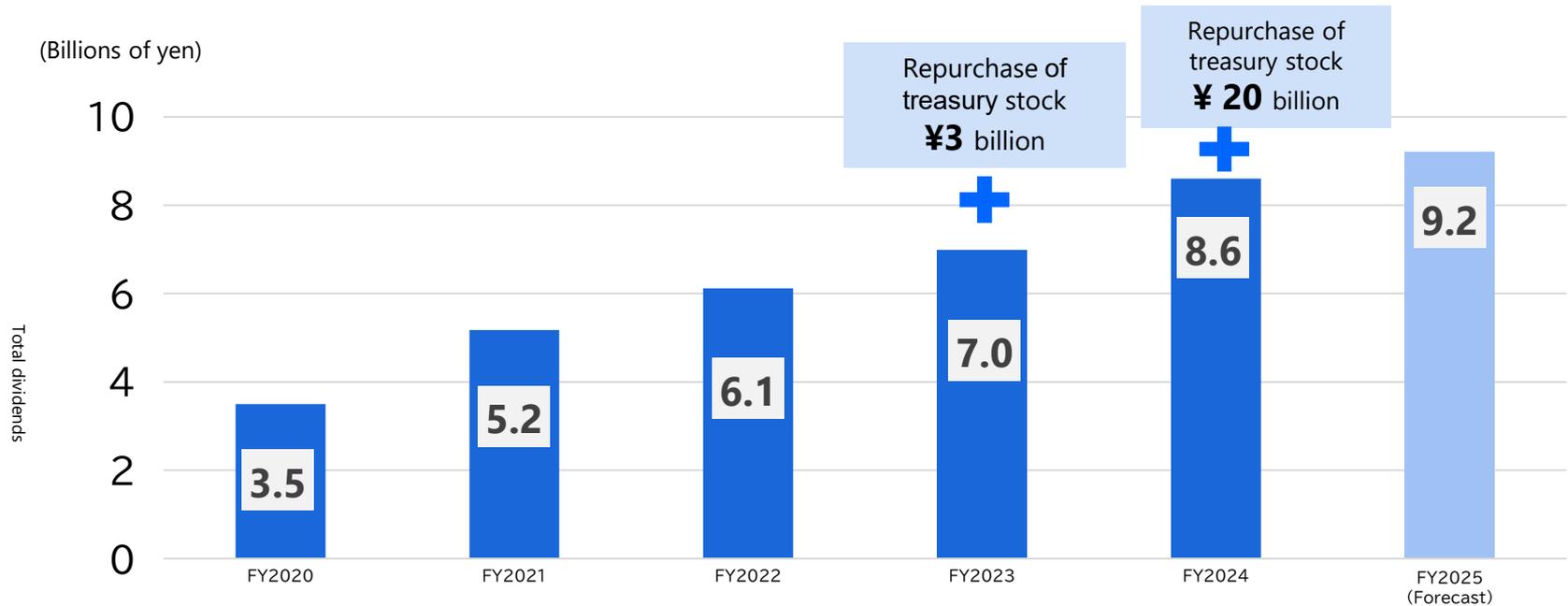
Investment Policy and Shareholder Returns

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	<div data-bbox="722 798 1329 852">Shareholder return policy (FY 2024 – 26)</div> <p data-bbox="768 888 1418 929">Stable and continuous return of profits</p> <p data-bbox="768 947 1727 1016">Dividend payout ratio: Aim for approximately 40% (revised from previous target of 30% or higher)</p>

Strengthening Shareholder Returns

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/>

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