

**Sumitomo Bakelite Co., Ltd.**  
**Regarding the Acquisition of the Chemical Business,**  
**Mainly Semiconductor-Related Materials, from Kyocera Corporation**  
**Main Q&A Summary**

Date : Thursday, January 22, 2026, 4:30 PM – 5:15 PM

Speaker : Shinichi Kajiya; Representative Director, President

Attendees: Kazuhiko Fujiwara; Representative Director, Chairman

Takashi Kobayashi; Director, Senior Managing Executive Officer,

Keisuke Kurachi; Director, Senior Managing Executive Officer

Toshiya Hirai; Director, Managing Executive Officer

Hiromi Oki; Executive Officer

**Q: Overview of the Transaction and Contribution to Revenue**

- The sales scale of the business to be transferred is approximately 23.2 billion yen (FY2024).
- According to our understanding, the business in question is currently profitable.
- Including synergies, we anticipate sufficient profitability.

**Q: Sales Breakdown**

- Breakdown of sales:  
Semiconductor related materials (encapsulants, bonding pastes, etc.): approximately 70%  
Industrial resins/high-performance plastics, etc.: slightly less than 30%

**Q: Source of Competitiveness: Thermal Management (High Thermal Conductivity) × Demand for Advanced Packaging**

- Strengthening thermal conductivity and thermal management technologies is expected to create synergies moving forward.
- The expansion of AI data centers is driving the advancement of higher performance in processors, memory, and power devices, resulting in a growing demand for heat dissipation solutions.
- Kyocera Corporation has particularly focused on BGA structures and thermal conductive materials. By combining these with our existing areas, we aim to expand the scope of our proposals and enhance competitiveness in advanced packaging (e.g., 2.5D, 3D).

**Q: Synergy Timeline**

- After the closing, scheduled for the end of October 2026, research and customer evaluations

will be necessary, and we estimate it will take at least one year.

**Q: Risks and Concerns**

- Regarding past certification irregularities: While there was a temporary stagnation, the issue has been addressed, and sales have since recovered.
- Regional sales ratio (for semiconductors): This is not disclosed at this time.
- Appropriateness of the acquisition price: After thorough consideration, we have determined it to be a fair value.

**Q: High-Performance Plastics Business (Applications and Direction of Synergies)**

- By integrating formulation technologies, we expect synergies in automotive applications.

**Q: Capital Policy and Future Investment Stance**

- While this M&A transaction is significant within our medium-term plan, it does not mark the end of our investments. We will continue exploring new opportunities.
- Our policy of providing stable and continuous shareholder returns remains unchanged.