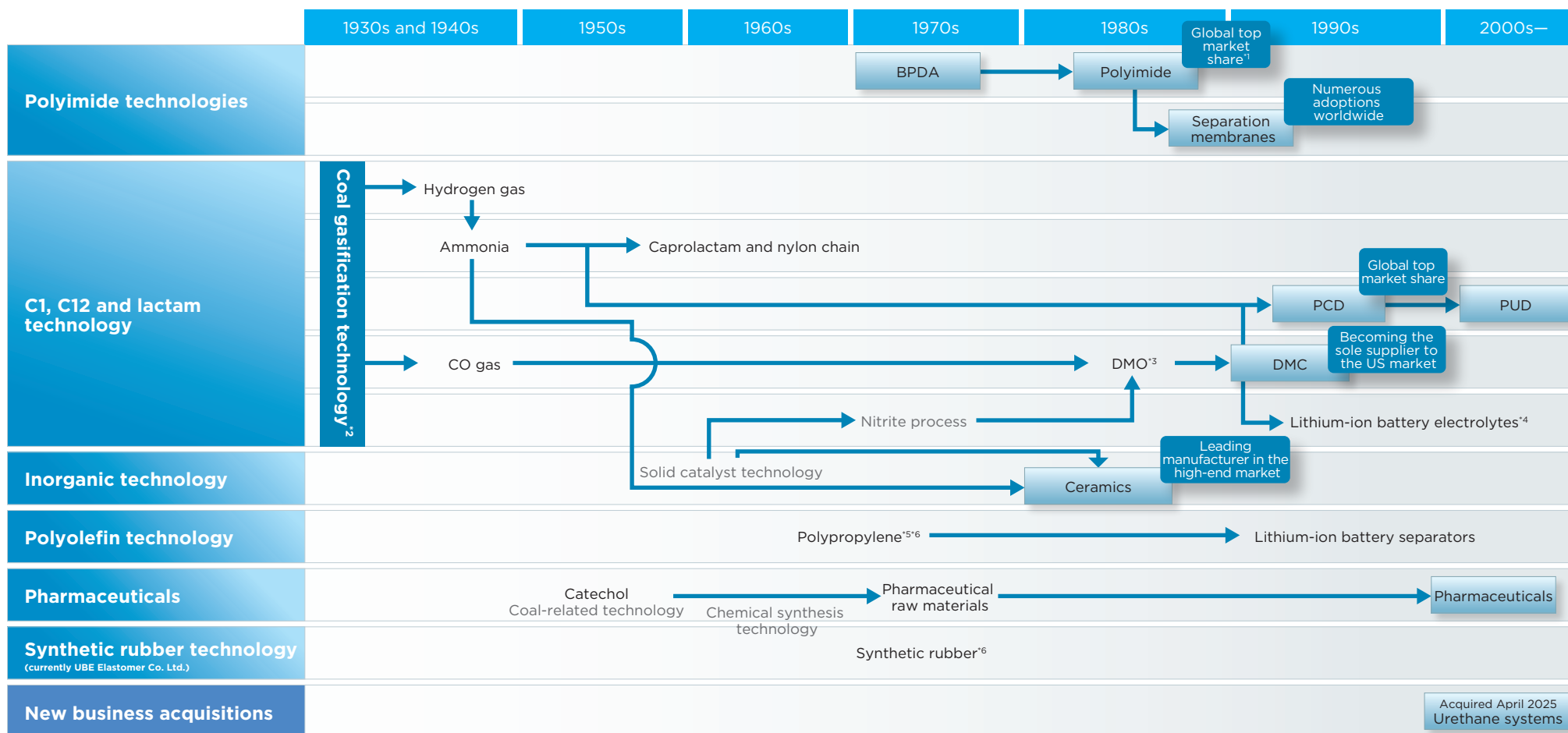


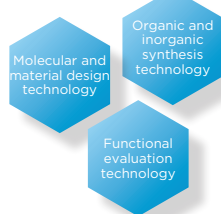
# UBE Group Strengths

We have a long history innovating unique technologies and delivering products and solutions tailored to diverse needs.



\*1 COF application for LCDs \*2 Currently using petroleum coke \*3 Currently withdrawn from the business \*4 Currently manufactured by equity-method affiliate MU Ionic Solutions Corp. \*5 Currently procured externally \*6 Technology introduced

## UBE technology



We have cultivated a vast palette of proprietary technologies, including polyimide and C1 technologies, over our 120-year history. Today, we are using our unique technologies to provide solutions for society.

## UBE Group assets

Employees  
(As of end-March 2025)

**7,563**



Major global operating sites

**4 sites**  
(Japan, Asia, Europe, Americas)



Number of patents  
(As of end-March 2025)

**2,937**



R&D expenditure  
(FY2024 results)

**¥9.9 billion**



# UBE Group Strengths

We are optimizing our business portfolio to evolve and expand the specialty business as we continue our business growth.

		Core products	Major applications
Specialty businesses	High profitability, high growth	<ul style="list-style-type: none"> <li>• Polyimide</li> <li>• Separation membranes</li> <li>• Ceramics</li> </ul> 	<ul style="list-style-type: none"> <li>» Chip-on-film (COF) for large displays, flexible OLED substrates for smartphones and other devices</li> <li>» Biofuel (biomethane) refining</li> <li>» Bearings, heat-dissipation substrates (for electric vehicles)</li> </ul> 
	Strategic expansion	<ul style="list-style-type: none"> <li>• Phenolic resin</li> <li>• Semiconductor gases</li> <li>• Separators</li> <li>• High-performance coatings</li> <li>• Urethane systems</li> <li>• Pharmaceuticals</li> <li>• C1 chemicals</li> <li>• High-purity chemicals for semiconductors</li> </ul> 	<ul style="list-style-type: none"> <li>» Semiconductor sealing materials</li> <li>» Semiconductor etching gases</li> <li>» Lithium-ion battery separators (for electric vehicles)</li> <li>» Synthetic leather, water-based coatings</li> <li>» Semiconductor manufacturing equipment components, mining machinery, gas pipelines</li> <li>» Drug discovery research, API/drug substance and intermediates manufacturing, process development</li> <li>» Lithium-ion battery electrolytes</li> <li>» Semiconductor cleaning solutions</li> </ul> 
	Stable earnings, high cash flow	<ul style="list-style-type: none"> <li>• Elastomers</li> <li>• Polyethylene films</li> </ul> 	<ul style="list-style-type: none"> <li>» Automobile tires</li> <li>» Household-use wraps, industrial materials</li> </ul> 
Restructuring businesses		<ul style="list-style-type: none"> <li>• Nylon polymers</li> <li>• Composites</li> <li>• Caprolactam and ammonium sulfate</li> <li>• Industrial chemicals</li> <li>• Processed resin products</li> </ul> 	<ul style="list-style-type: none"> <li>» Food packaging film</li> <li>» Automotive components and materials</li> <li>» Nylon fiber for apparel, fertilizer</li> <li>» Raw materials for chemical products</li> <li>» Digital and data technology products</li> </ul> 

**Specialty businesses**

Businesses that create added value based on the UBE Group's technological capabilities and strengths in the value chain, achieving high profitability. The Group aims to further grow and expand these businesses going forward.

We aim to expand worldwide earnings by focusing on polyimides, separation membranes, ceramics, pharmaceuticals, C1 chemicals, and the recently acquired urethane systems business.

**Restructuring businesses**

Businesses with low ROS and ROIC that require fundamental streamlining and restructuring. The Group will implement comprehensive measures to restore profitability, including rigorous cost reductions and price adjustments, with the goal of transitioning these businesses into specialty businesses. Businesses that fail to improve profitability despite these measures will be downsized or exited.

FY2030 plan

Net sales

¥ 550.0 billion

Balance of specialty businesses and restructuring businesses

Specialty businesses 75% Restructuring business 25%

Operating profit

¥ 60.0 billion

Balance of specialty businesses and restructuring businesses

Specialty businesses 85% Restructuring business 15%