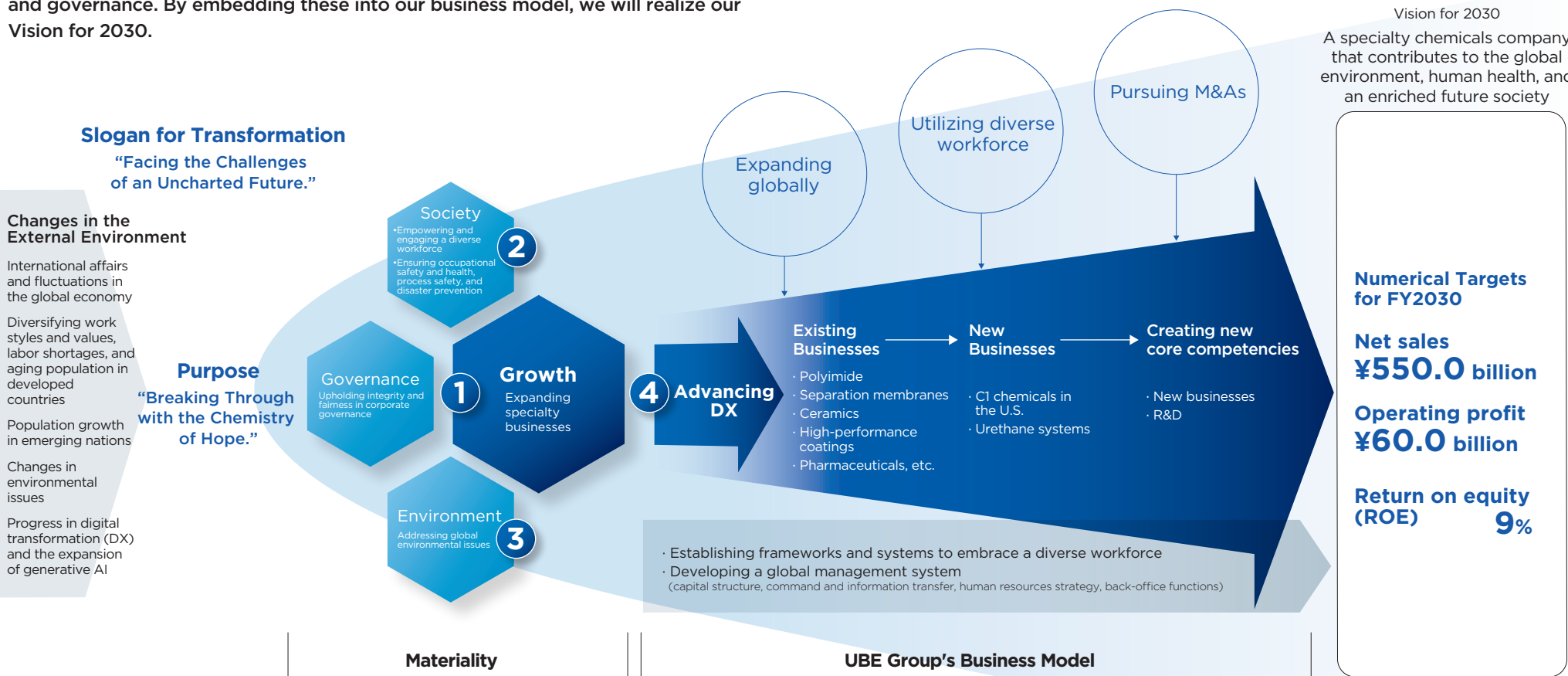


Value Creation Story

By sensitively capturing changes in the external environment and social issues, we have defined five materialities across the fields of growth, society, environment, and governance. By embedding these into our business model, we will realize our Vision for 2030.



2022 Transformation —1st Stage

2025 Transformation —2nd Stage

2030

UBE Vision 2030 Transformation

Four Key Elements for Value Creation

- 1 Expanding specialty businesses: Growth investments and creation of new businesses ▶ p. 22
- 2 Strengthening human resources ▶ p. 24
- 3 Addressing global environmental issues ▶ p. 25
- 4 Advancing DX ▶ p. 26

Value Creation Story

Four Key Elements for Value Creation



Expanding specialty businesses: Growth investments

Under this medium-term management plan, we will accelerate the growth of existing businesses. We will steadily bring into operation new production facilities for polyimide, separation membranes, ceramics, and C1 chemicals, which have been undergoing capacity expansion since the previous medium-term management plan, while also ensuring

the successful integration of the acquired urethane systems business. Through these initiatives, the UBE Group will generate synergies across the organization and expand earnings globally. Furthermore, we will continue to make proactive growth investments in the specialty businesses, laying solid foundations for further future growth.

Business expansion strategies and growth investments

				(FY)						
Major growth investments		Strategy		2024	2025	2026	2027	2028	2029	2030
Existing	Polyimide	· Raw material manufacturing facilities · Film manufacturing facilities	Up 60% Up 20%	▼ Operation started						
	Separation membranes	· Manufacturing facilities for polyimide hollow fiber membranes and for separation membrane modules · Manufacturing facilities for polyimide hollow fiber membranes and for separation membrane modules	Up 80% Expansion	▼ Operation start (planned)						
	Ceramics	· Ceramics manufacturing facilities · Ceramics manufacturing facilities	Up 50% Expansion	▼ Operation start (planned)						
	Phenolic resin	· Phenolic resin manufacturing facilities · Phenolic resin manufacturing facilities	Up 20% Expansion	▼ Operation started						
	Separators	· Separators manufacturing facilities	Up 30%	▼ Operation start (planned)						
	High-performance coating	· PCD manufacturing facilities in the U.S. · PCD manufacturing facilities in Thailand · PUD manufacturing facilities in Thailand	New installation Expansion New installation	Construction start (planned) ▼	▼ Construction start (planned)		Construction start (planned) ▼			
	Pharmaceuticals	· Sixth pharmaceutical plant	New installation	▼ Construction start (planned)						
	Elastomer	· Elastomer manufacturing facilities	Expansion						Construction start (planned) ▼	
	C1 chemicals	· U.S. DMC/EMC plant construction	DMC: 100,000 metric tons EMC: 40,000 metric tons	▼ Operation start (planned)						
	New	Urethane systems	· Acquisition of urethane systems business	Acquisition of new businesses	▼ Business acquired					
M&As, etc.					▶					

Note: Blue text indicates investment projects under the current medium-term management plan.

Value Creation Story

Four Key Elements for Value Creation



Expanding specialty businesses: Creating new core competencies and new businesses

The UBE Group defines future specialty businesses as “a global niche leader that creates significant economic and social value by working with society and industries to solve key challenges for a hopeful future, in growing markets focused on the environment, health, and quality of life.” To realize this vision, we will pursue a dual approach: creating core competencies through technology development and acquiring new business domains through active M&A.

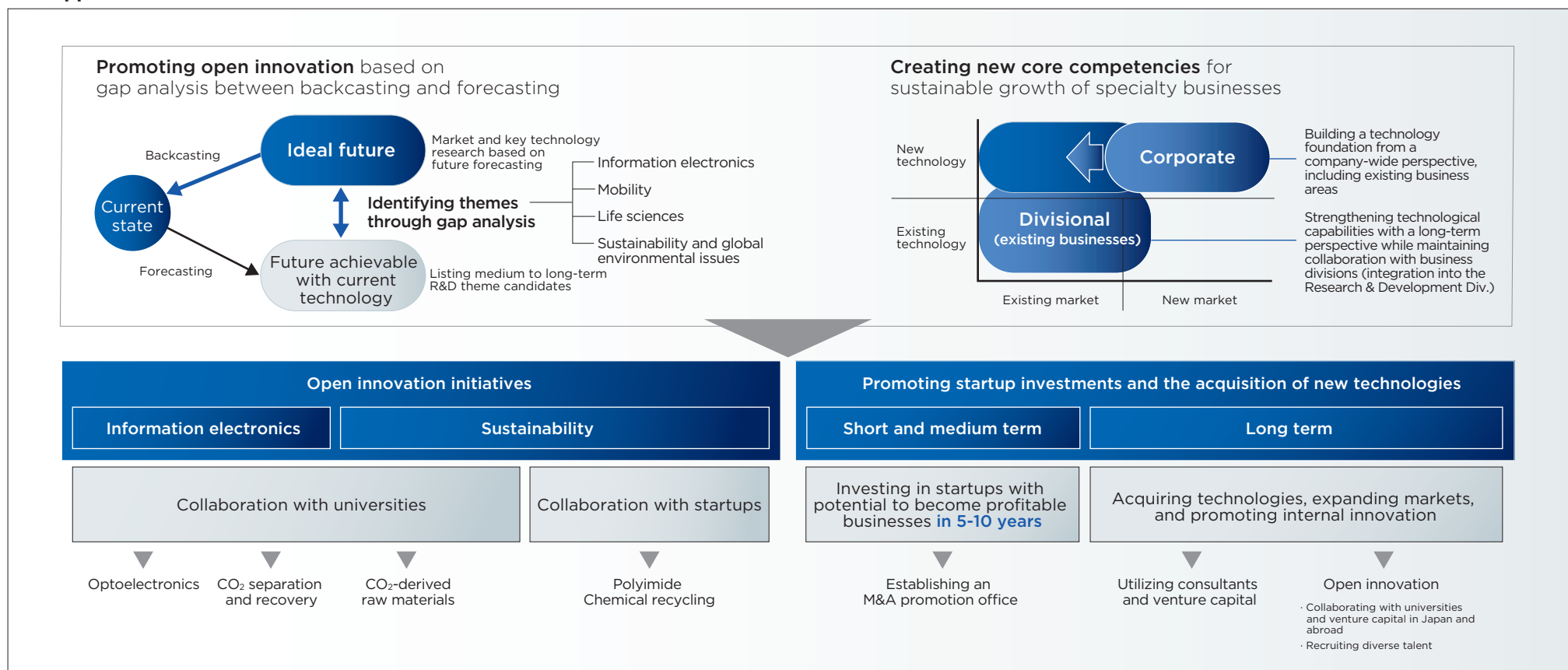
In in-house technology development, we are restructuring and integrating our R&D organizations to efficiently carry out company-wide R&D based on research strategies and divisional R&D based on business strategies, while also promoting diverse initiatives

including collaborations with external partners.

In promoting M&A, we have established a presidential-level organization to oversee and support M&A projects, accelerating inorganic growth. Through corporate M&A, we will transform and strengthen our business portfolio, while also pursuing investments in and acquisitions of startups in the specialty chemicals field.

Furthermore, to achieve the creation of new specialty businesses, we will increase R&D expenditures as a percentage of net sales (excluding the machinery business) from the current level of approximately 2.3% (fiscal 2024 result) to around 4% by fiscal 2030.

R&D approach and creation of new businesses



Value Creation Story

Four Key Elements for Value Creation

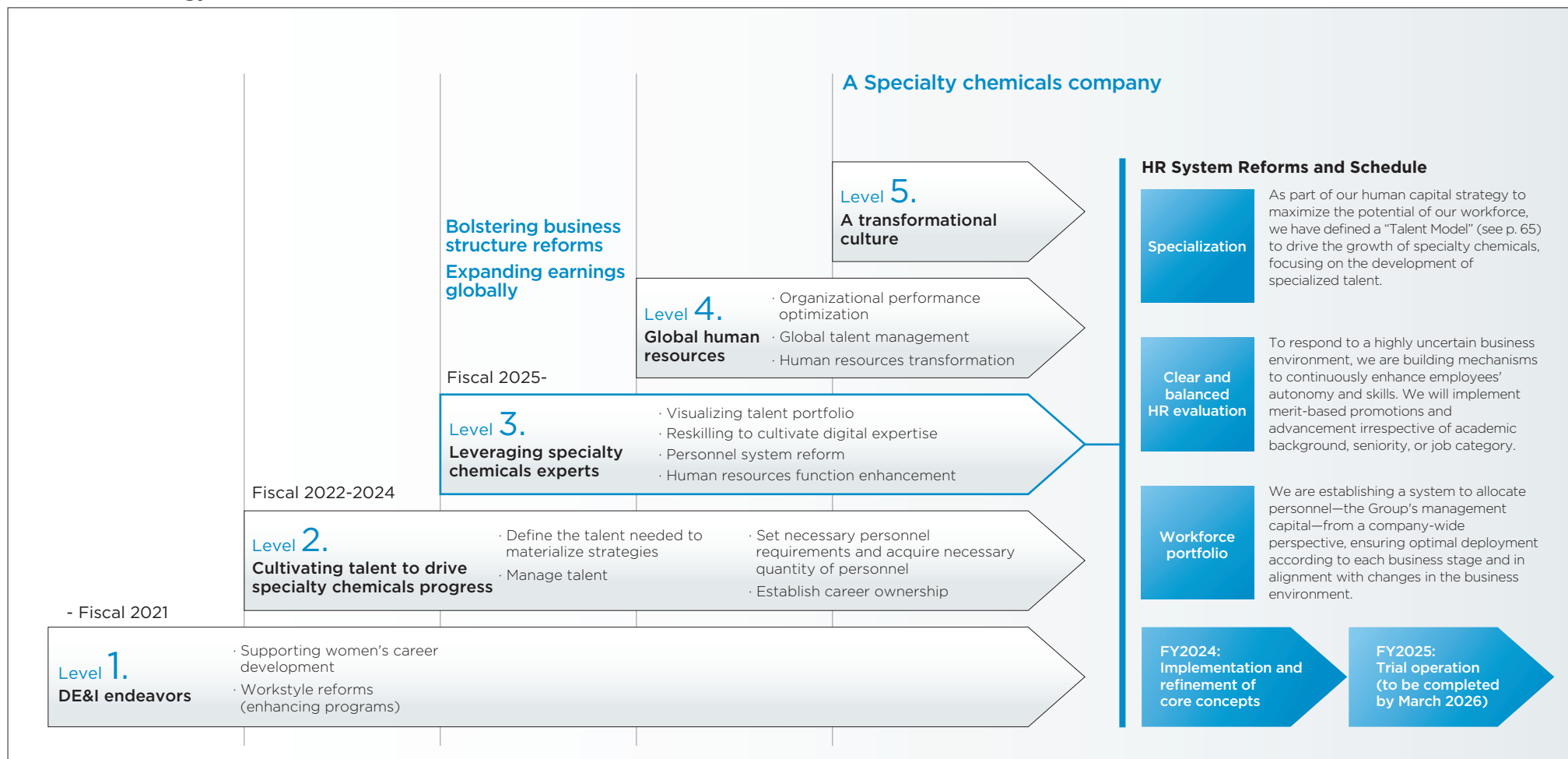


Strengthening human resources

In the UBE Group, where the business environment is rapidly globalizing, we are strategically developing and allocating the human resources required to achieve sustainable enhancement of corporate value in alignment with our management strategies. To realize our transformation into a specialty chemicals company, we have defined a human capital strategy structured into five stages (Levels 1-5). By implementing initiatives appropriate to each stage, we aim to enhance human capital and drive organizational transformation toward greater globalization.

In this medium-term management plan, which corresponds to Level 3, the Group will foster an environment of innovation through collaboration among diverse talent, while securing, developing, and empowering personnel who will drive the global growth of its specialty businesses. We will also promote a talent strategy that supports the autonomous growth of each individual and enhances employees' satisfaction with working in the Group.

UBE's talent strategy



Value Creation Story

Four Key Elements for Value Creation

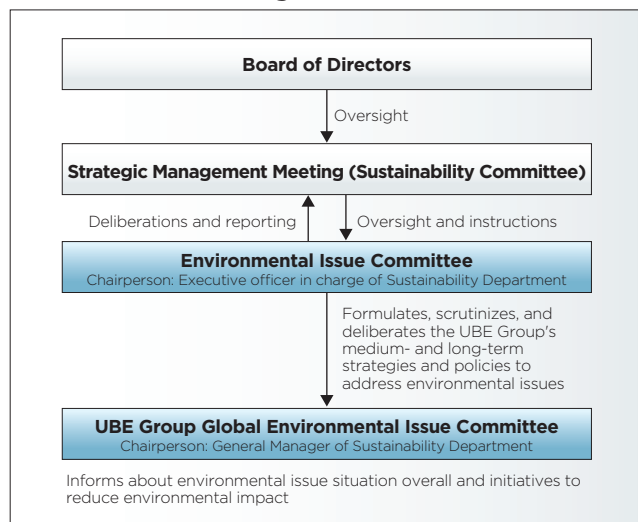


Addressing global environmental issues

The UBE Group recognizes global environmental issues as critical challenges for the organization. Under a governance framework that includes the Board of Directors, the Strategic Management Meeting (Sustainability Committee), and the Environmental Issue Committee, we are identifying both the dependence of our business activities on nature and their impact on it, while promoting management practices that contribute to resolving

environmental issues. In this medium-term management plan, we have set GHG emissions reduction targets of 50% by fiscal 2030 and 70% by fiscal 2035 (compared with fiscal 2013), and are working toward achieving them. In addition, we are addressing three key themes: the circular economy, nature positive, as well as carbon neutrality.

Environmental issues governance structure



Acquiring Science-Based Targets Certification

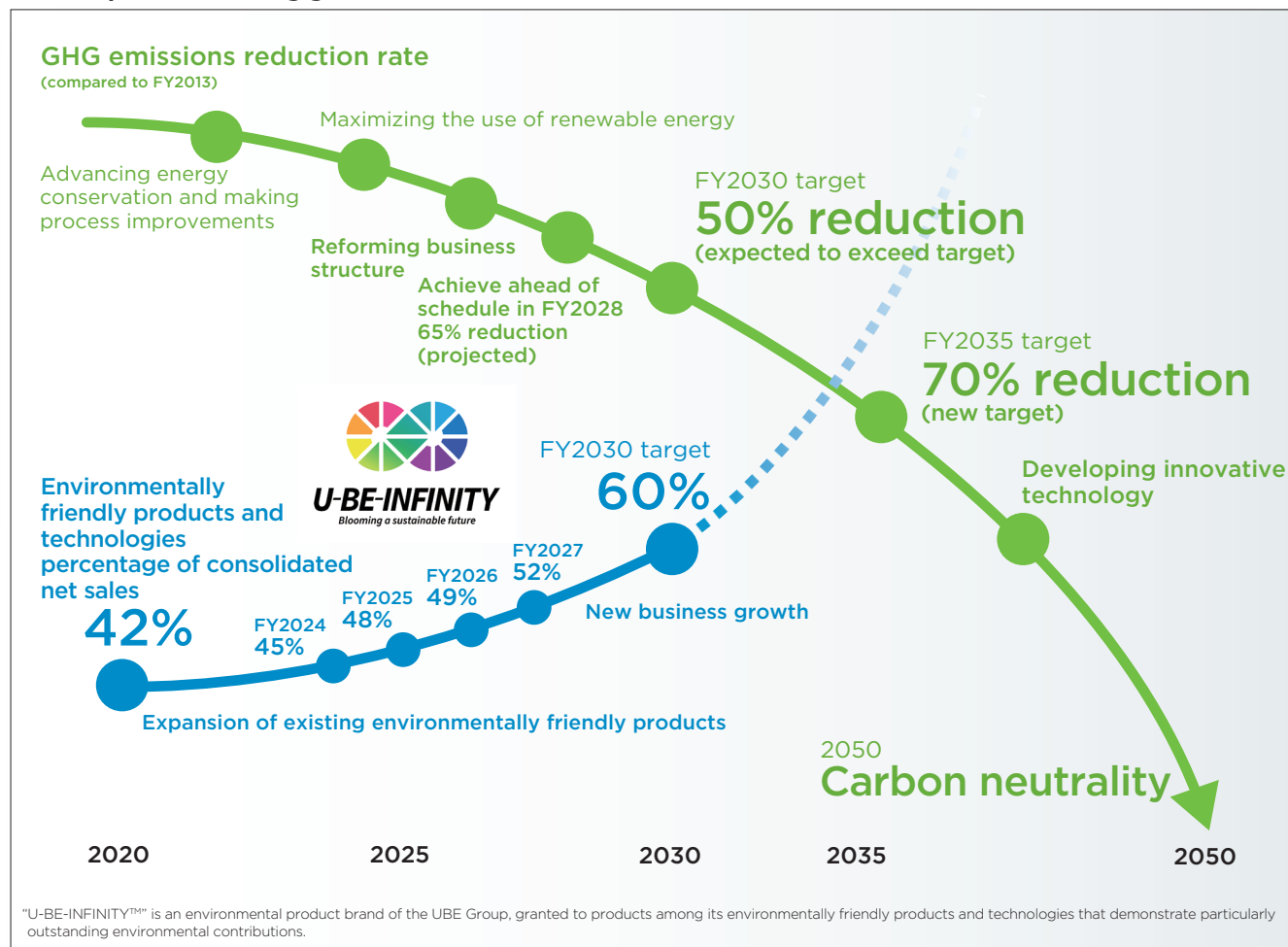
In November 2023, we received certification from the Science Based Targets initiative (SBTi), an accreditation organization, for complying with its standards and recommendations for 2030 GHG emissions reduction targets across the entire supply chain. SBTi particularly confirmed that our Scopes 1 and 2 GHG emissions reduction targets were in keeping with efforts to limit the global temperature rise to 1.5°C above pre-industrial levels.

	Base year	Target year	UBE Group targets	SBTi target thresholds
Scopes 1 and 2	2021	2030	45%	42%
Scope 3*	2021	2030	25%	25%

Scope 1: Direct GHG emissions from sources owned or controlled by a company (including fuel combustion and industrial processes)
 Scope 2: Indirect GHG emissions from consuming purchased electricity, heat, or steam
 Scope 3: All other indirect upstream and downstream emissions in the corporate value chain, excluding those in Scopes 1 and 2.

*Scope 3 reduction targets cover purchased goods and services, the disposal of sold products, and investments (Scopes 1 and 2 GHG emissions from equity-method affiliates based on the shareholding ratios).

Roadmap for addressing global environmental issues



"U-BE-INFINITY™" is an environmental product brand of the UBE Group, granted to products among its environmentally friendly products and technologies that demonstrate particularly outstanding environmental contributions.

Value Creation Story

Four Key Elements for Value Creation



Advancing DX



The UBE Group defines DX as “Business Transformation with Digital” and is promoting company-wide business transformation through the use of digital technologies. Led by the DX Promotion Office under the direct supervision of the President, activities are being advanced in ten domains, bringing together the IT Department along with young employees from business divisions and plants. To ensure effectiveness, executive officers are assigned to each DX domain, and a portion of their compensation is linked to their responsibilities.

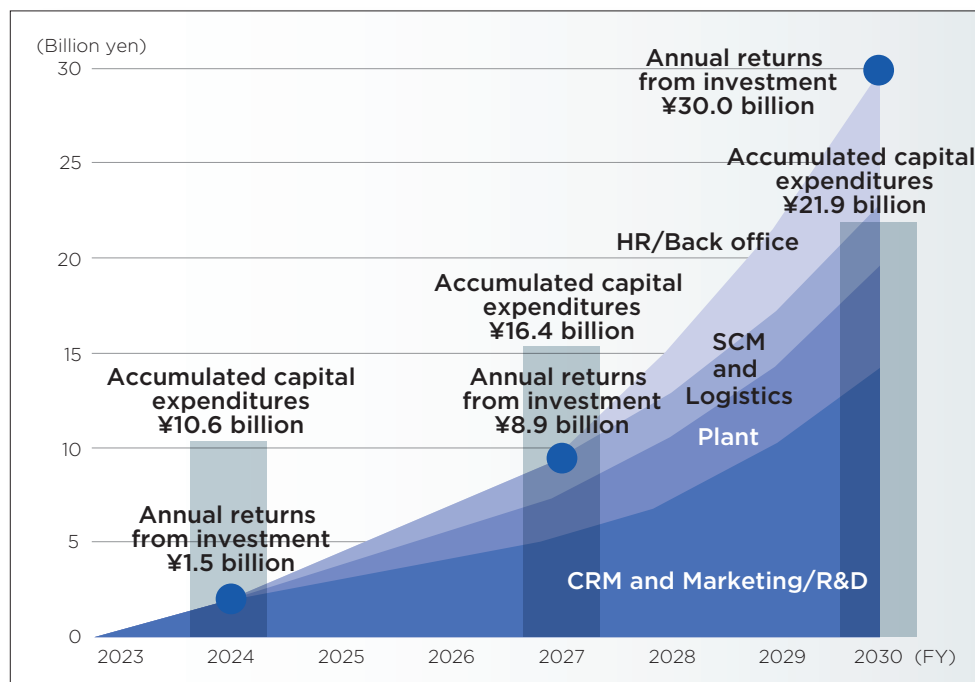
In addition, to embed DX throughout the organization, we held “UBE Transformation Day,” an event providing opportunities for dialogue between management and employees on the theme of transformation.

Through DX initiatives as a whole, we plan to make cumulative capital investments of approximately ¥22.0 billion by fiscal 2030, generating annual benefits of around ¥30.0 billion in fiscal 2030.



Panel discussion between management and employees at UBE Transformation Day (held in July 2025)

DX capital investments and investment effects (estimates)



DX themes in 10 domains

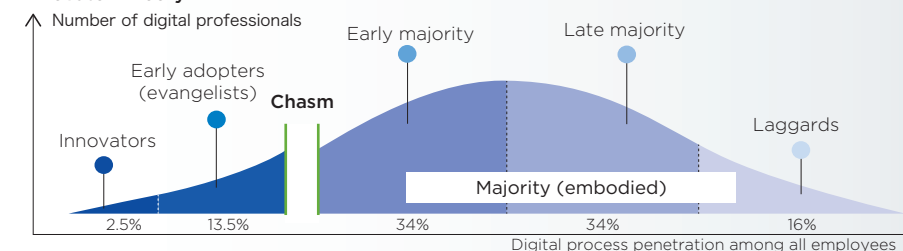
- Smart Factory: Data-driven plant operations using factory information integration systems
- Digital Marketing: Creating opportunities for proposing customer value solution by leveraging sales support systems
- Velocity R&D: Advancing materials development with materials informatics and exploring new themes using intellectual property analysis systems
- Digital Management: Implementing data-driven management by streamlining budgeting, accounting, and cost calculations
- Digital SCM: Enhancing production and sales planning with optimized supply chain planning systems
- Digital ESG: Meeting societal demands through comprehensive environmental management and disclosure
- Digital Back office: Upgrading back-office operations by adopting standardized business processes within a total quality management* framework
- Digital HR: Systematically expanding and developing key talent by focusing on knowledge, qualities, and career growth
- Digital Branding: Proactively engaging customers by presenting compelling value creation ideas, rather than waiting for them to come to us
- Data Analytics & AI: Leveraging data-driven insights to understand current trends, anticipate future developments, and guide decision-making

* Total Quality Management: Integrating shared quality management goals into the business strategy to align organizational objectives

See p. 31 for details of the DX strategy and initiatives in the new medium-term management plan

Digital talent development targets (as a percentage of total employees)

Innovator Theory



	FY2022 results	FY2023 results	FY2024 results	FY2027 targets	FY2030 targets
• Innovators	2.7%	3.5%	5.5%	10%	15%
• Early adopters (evangelists)	10.5%	11.1%	13.0%	30%	45%
• Majority (embodied)	--	85.4%	81.5%	60%	40%
Total		100.0%	100%	100%	100%

To develop all employees into digital talent, the UBE Group is promoting the penetration of DX not only through large-scale systems such as ERP, but also by fostering innovators who drive business transformation using citizen development* and generative AI, followed by early adopters (evangelists) and the majority (embodied). Knowledge accumulated on an open, mutual-learning platform composed of innovators and early adopters is shared across the UBE Group through various media and reporting sessions. Furthermore, we are creating and expanding e-learning programs to enable all employees to learn freely at their own pace.

* Citizen development: This refers to employees without specialized IT skills who use dedicated tools that do not require advanced programming knowledge to develop systems.