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UBE Group Unveils New Medium-Term Management Plan “UBE Vision 2030 Transformation — 2nd Stage”

The UBE Group has formulated a new medium-term management plan titled “UBE Vision 2030 Transformation — 2nd Stage,” covering the six-year period from fiscal 2025 to fiscal 2030. This plan follows the previous initiative, “UBE Vision 2030 Transformation — 1st Stage.” An overview of the new plan is provided below.

The Group aims to evolve into a specialty chemicals company by 2030 and will steadily work to achieve this goal.

◆ Vision for 2030

“A Specialty chemicals company that contributes to the global environment, human health, and an enriched future society”

Founding Principles

“Coexistence and mutual prosperity” and “From finite mining to infinite industry”

Purpose

“Breaking Through with the Chemistry of Hope.”

Slogan for Transformation

“Facing the Challenges of an Uncharted Future.”

UBE Corporate Philosophy

Pursue technology and embrace innovation to create value for the future and contribute to social progress.

◆ Medium-Term Management Plan: Numerical Targets

FY2030 Plans: Net sales of ¥550.0 billion; operating profit of ¥60.0 billion; return on equity (ROE) of 9%

FY2035–FY2040 Targets: Net sales of ¥1 trillion; operating profit of ¥100.0 billion; ROE of 10% or higher

◆ Medium-Term Management Plan: Action Plan

To achieve the Group’s vision for 2030, five key material issues have been identified, based on the Group’s Purpose, Corporate Philosophy, and their relevance to social challenges. The UBE Group will address these issues through the promotion of digital transformation (DX) and other timely, effective initiatives.

UBE Group’s Material Issues

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| (1) Expanding specialty businesses | (4) Addressing global environmental issues |
| (2) Empowering and engaging a diverse workforce | (5) Upholding integrity and fairness in corporate governance |
| (3) Ensuring occupational safety and health, process safety, and disaster prevention | |

- (1) Expanding specialty businesses: The Group will work to accelerate the growth of existing specialty businesses — such as polyimides, separation membranes, ceramics, and C1 chemicals — and to ensure the successful integration of the acquired urethane systems business, creating synergies and expanding global revenue.

The Group will pursue the creation of new specialty businesses through a dual approach: launching new businesses based on in-house technology development, and acquiring core competencies in new domains through M&A activities focused on areas adjacent to existing specialty businesses and promising startups. The Group will restructure and consolidate its R&D functions, while significantly increasing the ratio of R&D investment to net sales.

The Group will steadily implement the previously announced exit or downsizing of production in ammonia, caprolactam, nylon polymer, and other products as disclosed on January 28, 2025. In addition, the Group's machinery and cement-related businesses will proceed with stock listings as the final stage of their transition to independent operations. Through these actions, the Group will shift its business portfolio toward becoming a specialty chemicals company.

In addition to its existing three core bases in Japan, Asia, and Europe, the Group will establish a new base in the Americas, creating a four-base global structure. Each base will strengthen its management systems — including capital, command and control, human resources, and back-office functions — to support smooth global business expansion and the acquisition of international businesses.

- (2) Empowering and engaging a diverse workforce: To support the global expansion of its specialty businesses, the Group will actively recruit individuals with diverse backgrounds, experience, knowledge, and skills, while building a human resource system that enables close collaboration with existing employees. Work engagement will be improved by creating opportunities for all individuals to thrive, contributing to enhanced well-being across the organization. Through these efforts, the Group aims to foster a culture in which employees take initiative as partners in innovation — shifting to actively knocking on customers' doors.
- (3) Ensuring occupational safety and health, process safety, and disaster prevention: As a manufacturing company, the Group will ensure a healthy and comfortable working environment for employees, while maintaining stable operations with safe and secure facilities.
- (4) Addressing global environmental issues: Building on its ongoing focus on global warming (carbon neutrality), the Group will also work to address the circular economy and nature-positive initiatives. The Group aims to reduce its greenhouse gas (GHG) emissions by 50% by fiscal 2030 and 70% by fiscal 2035, compared to fiscal 2013 levels.
- (5) Upholding integrity and fairness in corporate governance: The Group will work to further enhance the effectiveness of the Board of Directors while strengthening internal controls, including compliance and risk management.

The Group will maintain sound financial discipline and market confidence by continuing to conduct appropriate financial management with a focus on balancing profitability, cash flow generation, and interest-bearing debt, in order to secure the funding needed for expanding specialty businesses. The Group will also promote and implement ROIC-based management across all operations to improve capital efficiency.

Furthermore, the Group will transform its business style by leveraging digital technology to connect customers and social value chains across all corporate activities.

◆ Shareholder returns

The Group will maintain a stable dividend as a basic policy, setting the dividend on equity (DOE) at 2.5% or higher. Based on the progress of the medium-term management plan, the Group will aim to further raise the DOE during the latter three years.