



March 4, 2026

Company name: UBE Corporation
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Establishment of UBE POLYMERS & CHEMICALS EUROPE S.L.U. in Connection with the Reorganization of European Subsidiaries

UBE Corporation (Head Office: Minato-ku, Tokyo; President: Yuki Nishida; hereinafter “the Company”) hereby announces that, at a meeting of its Board of Directors held today, it resolved to establish UBE POLYMERS & CHEMICALS EUROPE S.L.U. (hereinafter “UPCE”).

As UPCE’s net sales are projected to amount to 10% or more of the Company’s consolidated net sales for the fiscal year ended March 31, 2025, the Company hereby makes the following announcement in accordance with the Timely Disclosure Rules of the Tokyo Stock Exchange concerning changes in second-tier subsidiaries.

1. Reason for the Reorganization of European Subsidiaries

In its Medium-Term Management Plan, UBE Vision 2030 Transformation – 2nd Stage, the Company is promoting the establishment of regional holding companies that oversee group companies in each region and provide back-office functions, with the aim of facilitating the global expansion of new businesses and the smooth operation of overseas group companies.

In Europe, the Company has traditionally conducted its operations primarily through its wholly owned subsidiary, UBE CORPORATION EUROPE S.A.U. (hereinafter “UCE”). However, following the acquisition of the Urethane Systems business in April 2025, the number of subsidiaries under its control has increased. Accordingly, the Company will establish UPCE and transfer UCE’s business operation functions to UPCE, positioning UPCE as an operating company responsible for the manufacture and sale of chemical products. At the same time, UCE will carry the role of a regional holding company for the European region, thereby reorganizing the Company’s European operating structure.

UPCE will succeed all of UCE’s businesses (UCE net sales for the fiscal year ended March 31, 2025: JPY 64,911 million). As a result, UPCE’s net sales are expected to amount to 10% or more of the Company’s consolidated net sales for the fiscal year ended March 31, 2025 (JPY 486,802 million). Therefore, this matter is disclosed in accordance with the timely disclosure rules.

For reference, in the United States, the Company established UBE CORPORATION AMERICA INC. as a regional holding company in January 2023 and has been working to improve management efficiency in that region. The Company is also considering the establishment of an optimal management structure in the Asian region.

2. Overview of UPCE

(1)	Name	UBE POLYMERS & CHEMICALS EUROPE S.L.U.	
(2)	Location	Grao de Castellón, Valencian Community, Spain	
(3)	Representative	José Ignacio Iglesias	
(4)	Business Description	Manufacturing and sales of chemical products and related services	
(5)	Capital	EUR 3,000 (approximately JPY 540,000) at the time of establishment EUR 3,000,000 (JPY 540 million) after capital increase (planned for July–September)	
(6)	Date of Establishment	March 2026 (planned)	
(7)	Major Shareholder and Ownership Ratio	UBE CORPORATION EUROPE S.A.U. (UBE’s wholly owned subsidiary) : 100%	
(8)	Relationship between UCE and UPCE	Capital relations	UCE will own 100%.
		Human relations	One UBE executive officer will serve as the representative of the company.
		Business relations	UCE will provide back-office services to UPCE.

3. Overview of UCE after the Reorganization

(1)	Name	UBE CORPORATION EUROPE S.A.U.	
(2)	Location	Grao de Castellón, Valencian Community, Spain	
(3)	Representative	José Ignacio Iglesias	
(4)	Business Description	Regional holding company for Europe and South America	
(5)	Capital	EUR 10,369,654 (JPY 1,867 million)	
(6)	Date of Establishment	August 1994	
(7)	Major Shareholder and Ownership Ratio	UBE Corporation: 100%	
(8)	Relationship between UBE and UCE	Capital relations	UBE owns 100%.
		Human relations	One UBE executive officer serves as the representative of the company.
		Business relations	The company oversees the Group companies in Europe and South America.

4. Schedule

Establishment of UPCE: March 2026 (planned)

Business transfer to UPCE: Second quarter of fiscal 2026 (planned)

5. Future Outlook

This organizational restructuring is related to the reorganization of subsidiaries and is not expected to have any impact on the Company’s consolidated financial performance.

Reference:

Consolidated Earnings Forecast for the Fiscal Year Ending March 31, 2026 (Announced May 12, 2025) and
Consolidated Earnings for the Fiscal Year Ended March 31, 2025

(Million yen)

	Consolidated net sales	Consolidated operating profit	Consolidated ordinary profit	Profit attributable to owners of parent
Fiscal Year Ending March 2026 (Forecast)	490,000	25,000	37,500	27,500
Fiscal Year Ended March 2025 (Results)	486,802	18,045	22,372	(4,816)