

Contents

**Editorial Policy** 

affiliate.

goals of UBE Vision 2030.

Integrated Report 2023 focuses on strategies and

initiatives that will enable the UBE Group to materialize its

The report also includes information on Mitsubishi UBE

basic policy of specialty chemicals growth to attain the

Cement Corporation, which is now an equity-method

## "Coexistence and Mutual Prosperity" "From Finite Mining to Infinite Industry"

**UBE** Corporate

Profile

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

Leveraging the manufacturing technologies the UBE Group has cultivated throughout its long history, create the value required by society, in the safe and environmentally friendly manner demanded by society, and deliver that value to the people. And by doing so, help to solve global environmental issues, which have become a common issue for all humankind, and contribute to people's lives and health, and an enriched future society.

Ethics, Safety and Security, Quality, and People

### **Building Value to Materialize** Sustainable Growth

### The UBE Group at a glance

- 2 The UBE Group's Evolution
- 4 The UBE Group's Business
- 6 Consolidated Financial and Non-Financial Highlights

## Presenting our business growth

## strategy centered on specialty chemicals

- 8 To Our Stakeholders
- 14 Message from the CFO
- 16 Risks and Opportunities
- 18 Materiality
- 20 Value Creation Process
- 22 Progress under UBE Vision 2030 Transformation -1st Stage, Our Medium-Term Management Plan
- 24 Growth Strategies of Specialty Chemicals: Polvimide, Separation Membranes, Fine Chemicals, Composites, and Pharmaceuticals
- 36 R&D
- 40 Intellectual Property
- 42 Digital Transformation Strategy
- 46 Three-Way Discussion about Talent Strategy to Expand the Specialty Chemicals Business
- 50 Fostering Talent to Achieve Corporate Growth
- 54 Addressing Climate Change (Carbon Neutrality)
- 56 Disclosure Based on TCFD Recommendations

# Initiatives to Help Create Value

and Grow Sustainably

### Showcasing sustainability initiatives underpinning our growth strategy

- 58 Sustainability
- 59 Environmental Safety Management
- 60 Tackling Environmental Issues
- 64 Occupational Safety and Health / Process Safety and Disaster Prevention Quality Assurance and Product Safety
- 65 Human Capital
- 66 Human Rights
- 68 Corporate Governance

### **Machinery Business**

Presenting machinery business growth strategies and sustainability-related initiatives

76 Machinery Business: UBE Machinery Corporation, Ltd.

### Mitsubishi UBE Cement

Highlighting Mitsubishi UBE Cement's growth strategy and efforts to tackle environmental issues

78 Mitsubishi UBE Cement Corporation

### Financial Results and Corporate Data

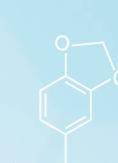
Covering results for the fiscal year under review, corporate data, and director declaration about report contents

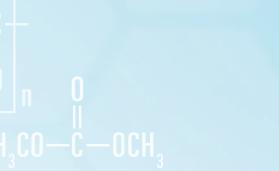
- 80 Segment Results Overview
- 82 Investor Information
- 83 About this Integrated Report











Long-Term

A corporate group centered on specialty chemicals that contributes to the global environment, human health, and an enriched future society

Medium-Term UBE Vision 2030 Transformation — 1st Stage