The UBE Group evaluates the risks and opportunities of environmental issues and other aspects of changes in the business climate to identify materiality. We then plan and implement management strategies and deliver products and solutions, thereby delivering real value to society while tackling the negative impacts of climate change and helping to realize social sustainability in our drive to generate sustainable growth.

Changes in operating climate Capital components of enterprise

Climate change and other environmental issues

 Accelerating green transformation to become carbon neutral

COVID-19 pandemic and other global outbreaks, increasing incidence of natural disasters and aging infrastructure

- Changing behavioral patterns to prevent infections and contain spreads
- Enhancing national resilience and rebuilding infrastructure to prevent and reduce disasters

Population growth in emerging nations, expansion of middle class, and urbanization

 Food, water, resources, infrastructure, and energy shortages

Russia's invasion of Ukraine

 Insecure access to food, resources, and energy

Aging populations in developed nations, diversifying work practices and globalization

- Providing more opportunities for female employees
- Fostering diversity
- Cultivating global talent

Digital transformation

- New business model
- Enhanced productivity
- Accelerated R&D

Financial Capital

Underpinning enterprise value with a sound financial position

Equity capital ¥369.1 billion*

* As of April 1, 2022

Credit ratings R&I: **A-** JCR: **A** Please see pages 14-15 for details.

Manufacturing Capital

Building a three-region chemical products manufacturing structure

Three plants in Japan and

two overseas

Human Capital

Respecting diverse people and values Number of employees 7,584* (Consolidated)

* As of March 31 2022

(Number of employees in the cement-related business is excluded.)

Please see pages 46-49, 50-53, and 65-66 for details.

Intellectual Capital

Broad technological foundations

R&D expenses ¥10.4 billion

Number of of patents held 3,225*

* As of April 1, 2022 Please see pages 40-41 for details.

Social Capital

Emphasizing stakeholder engagement

Number of one-on-one meetings with analysts and investors

in fiscal 2022 Approx. 200 Regional Responsible Care (RC)

engagement Since 1997

Please see pages 58, 67, and 73 for details.

Natural Capital

Lowering environmental impact Total energy input

7.841 thousand MWh

Water resource withdrawals

370 million tonnes

Please see pages 54-55, 56-57, 60-63 and the 2023 Integrated Report Supplementary Information (Environment and Safety/Quality Assurance) for details.

Purpose

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

Materiality

Digital

transformation

Performance

for details

Please see pages 5 and 80–81

Please see pages

18-19 for details

Growth in

specialty

chemicals

UBE Vision 2030 Transformation, our long-term vision

Capital

Risks and

for details

Bedrock of value creation

Opportunities

Please see pages 16–17

investments

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

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

Strategy and

for details

Addressing

Environmental

Issues

Resource Allocation

Please see pages 22-23

people's lives and health, and an enriched future society.

Free cash flow

Generating

value

FY2022

of enterprise value

mpact on capital components

Profit (loss) attributable to

owners of parent

Operating profit ¥16.3 billion

Y(7.9) billion

Y(7.0) billion

3.3 % ROS (1.9)%ROE (0.7)%ROA

Number of newly registered patents

Percentage of consolidated sales comprising environmentally friendly products and technologies

46%

177

GHG emissions

3,820 kt-CO2e/v Water discharges

345 million tonnes Savings from resource reuse

and energy conservation ¥3.2 billion

Please see the 2023 Integrated Report Supplementary Information (Environment and Safety/Quality Assurance) for details.

Contributions to the digitalization of society

Building Value to Materialize Sustainable Growth

Developed organic electroluminescent displays and semiconductor manufacturing materials

Please see pages 24-26, 29-31, and 36-39 for details.

Addressing environmental issues

Developing technologies to use CO2 and waste plastic, manage energy, and use natural raw materials

> Please see pages 24-33, 36-39, 60-63, and 76-77 for detail

Providing environmentally friendly products and solutions

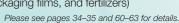
(including products for manufacturing of lithium-ion batteries, eco-tires, lightweight automotive materials, and biofuels)

Please see pages 54-55 for details.

Please see pages 54–55, 56–57, and 60–63 for details regarding initiatives for environmental issues

Addressing healthcare and food issues

Contributing to health, food hygiene, and food production (such as in terms of pharmaceuticals, food packaging films, and fertilizers)



Contributing to a circular economy

Recycling resources Developing technologies to use CO2 and waste plastics

Please see pages 36-39 and 60-63 for details

Contributing to regional communities

Creating jobs, paying taxes, engaging in regional development, and helping conserve regional environments

Please see pages 58-63 for details

Products and Solutions

Please see pages 24–35 and 76–77

for details

ESG Please see pages 46–75 for details.

Capital reinjections into new value creation

