

FY2025 Consolidated Results
FY2026 Consolidated Forecasts

Explanatory material

May 13, 2026

FY2025 Consolidated Results

Scope of Consolidation

Item	End of FY2024 (A)	End of FY2025 (B)	Difference (B) - (A)	Notes
Number of consolidated subsidiaries	34	46	12	+ UBE URETHANES AUSTRALIA PTY LTD + UBE LATIN AMERICA LTDA. + UBE URETHANES CANADA LTD. + UBE China Holding Co., Ltd. + UBE Urethanes Nantong Co., Ltd. + UBE Urethanes Germany GmbH + UBE URETHANES INDIA PRIVATE LIMITED + UBE URETHANES ITALY S.R.L. + UBE Urethanes Netherlands B.V. + UBE URETHANES UK LTD. + UBE URETHANES USA LLC + UBE POLYMERS & CHEMICALS EUROPE S.L.U.
Number of equity method affiliates	17	17	—	
Total	51	63	12	

Environmental Factors

Item			FY2024 (A)	FY2025 (B)	Difference (B) - (A)	
Exchange Rate		Yen/\$	152.6	150.8	(1.8)	
Material Price	Naphtha	CIF	\$/t	696	604	(92)
		Domestic	Yen/KL	75,800	65,100	(10,700)
	Australian Coal (CIF)	\$/t	157.8	139.0	(18.8)	
		Yen/t	24,069	20,957	(3,112)	

Major P/L Items

(Billions of yen)

Item	FY2024 (A)	FY2025 (B)	Difference (B) - (A)	Percentage change
Net sales	486.8	462.3	(24.5)	(5.0)%
EBITDA	45.5	46.4	0.9	2.1%
Operating profit	18.0	18.9	0.9	5.0%
Ordinary profit	22.4	37.5	15.1	67.7%
Profit (loss) attributable to owners of parent	(4.8)	23.9	28.7	—

Segment Change

Previous Segment	Businesses
Specialty Products	Polyimide Separation membranes Ceramics Separators Phenolic resin Semiconductor gases
Polymers & Chemicals	Composites Nylon polymers Caprolactam and ammonium sulfate Industrial chemicals C1 chemicals <u>High-performance coatings</u> Elastomers
Machinery	
Others	<u>Pharmaceuticals</u> Power Sales companies, etc.

New Segment	Businesses
Specialty Products	Polyimide Separation membranes Ceramics Separators Phenolic resin Semiconductor gases
<u>High Performance Urethane</u> (New)	<u>Urethane systems (new)</u> <u>High-performance coatings (transferred)</u>
<u>Pharmaceutical</u> (Established as an independent business segment)	
Polymers & Chemicals	Composites Nylon polymers Caprolactam and ammonium sulfate Industrial chemicals C1 chemicals Elastomers
Machinery	
Others	Power Sales companies, etc.

Net Sales and Operating Profit by Segment

(Billions of yen)

	Segment	FY2024 (A)	FY2025 (B)	Difference (B) - (A)	Percentage change
Net sales	Specialty Products	66.2	61.9	(4.3)	(6.4)%
	High Performance Urethane	15.6	46.5	30.9	198.1%
	Pharmaceutical	31.5	21.0	(10.5)	(33.3)%
	Polymers & Chemicals	273.6	251.2	(22.3)	(8.2)%
	Machinery	86.9	68.4	(18.5)	(21.3)%
	Others	39.2	34.5	(4.7)	(12.0)%
	Adjustment	(26.1)	(21.2)	4.9	-
	Total	486.8	462.3	(24.5)	(5.0)%
Operating profit	Specialty Products	11.7	9.8	(1.9)	(16.4)%
	High Performance Urethane	(0.2)	(0.5)	(0.3)	-
	Pharmaceutical	1.2	(1.3)	(2.4)	-
	Polymers & Chemicals	(0.7)	8.2	8.9	-
	Machinery	7.9	6.2	(1.6)	(20.8)%
	Others	2.1	1.9	(0.1)	(6.9)%
	Adjustment	(3.8)	(5.4)	(1.6)	-
	Total	18.0	18.9	0.9	5.0%

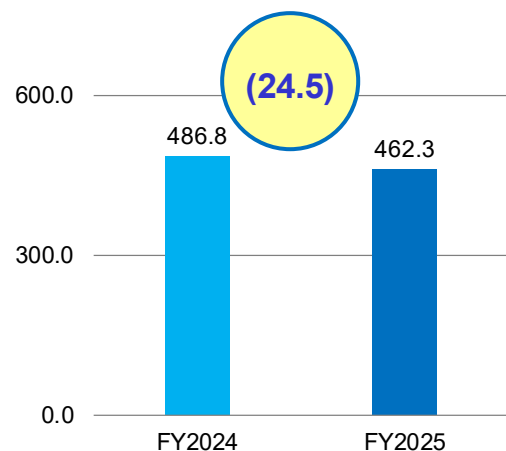
Note: Starting from FY2025, the segments have been revised from the four segments of "Specialty Products," "Polymers & Chemicals," "Machinery," and "Others" to the six segments of "Specialty Products," "High Performance Urethane," "Pharmaceutical," "Polymers & Chemicals," "Machinery," and "Others." The results for FY2024 are figures reflecting the segment reclassification.

: The Company Group determined the provisional accounting treatment related to the business combination of a material-recycled plastic manufacturer in the consolidated of the FY 2025. The finalized accounting treatment is being applied in each reported figure for the FY 2024.

Analysis – Total

(Billions of yen)

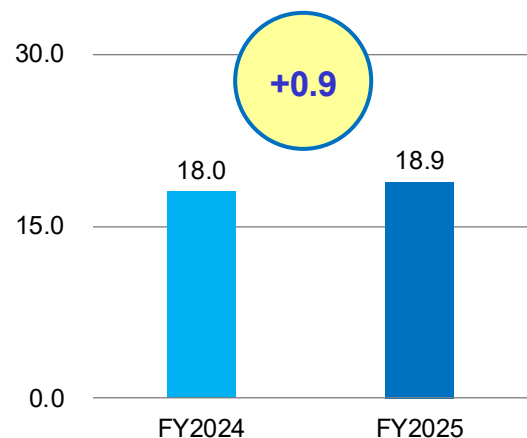
Net Sales



Specialty Products	(4.3)
High Performance Urethane	30.9
Pharmaceutical	(10.5)
Polymers & Chemicals	(22.3)
Machinery	(18.5)
Others	(4.7)
Adjustment	4.9

(5.0)% Decreased

Operating profit



Specialty Products	(1.9)
High Performance Urethane	(0.3)
Pharmaceutical	(2.4)
Polymers & Chemicals	8.9
Machinery	(1.6)
Others	(0.1)
Adjustment	(1.6)

5.0% Increased

Qualitative Information

Net sales: Down

- High Performance Urethane: Acquisition of the urethane systems business in April 2025
- Polymers & Chemicals: Sluggish sales of nylon polymers, caprolactam, etc.
- Machinery: Exclusion of the steel products business from the scope of consolidation following the transfer of its management rights to another company in FY2024

Operating profit: Up

- Polymers & Chemicals: Decrease in depreciation expenses due to impairment losses on ammonia, caprolactam, and nylon polymer businesses recognized in the previous fiscal year
- Polymers & Chemicals: Ammonia plant without large-scale maintenance
- Polymers & Chemicals: Decline in raw material prices of elastomers

Difference of operating profit

Price ^{*1} 4.4

Volume (4.8)

Fixed Cost and Others ^{*2} 1.3

Total 0.9

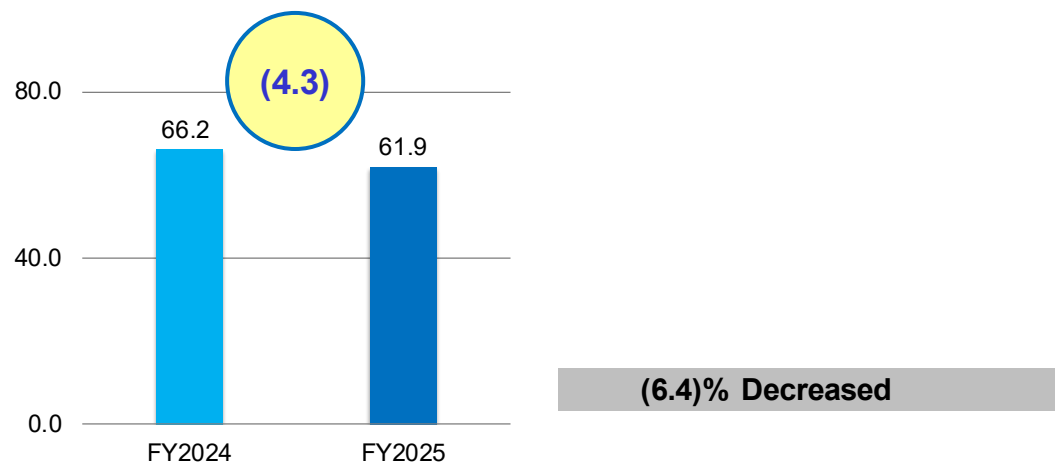
*1: Including both selling and purchase changes

*2: Including inventory valuation changes

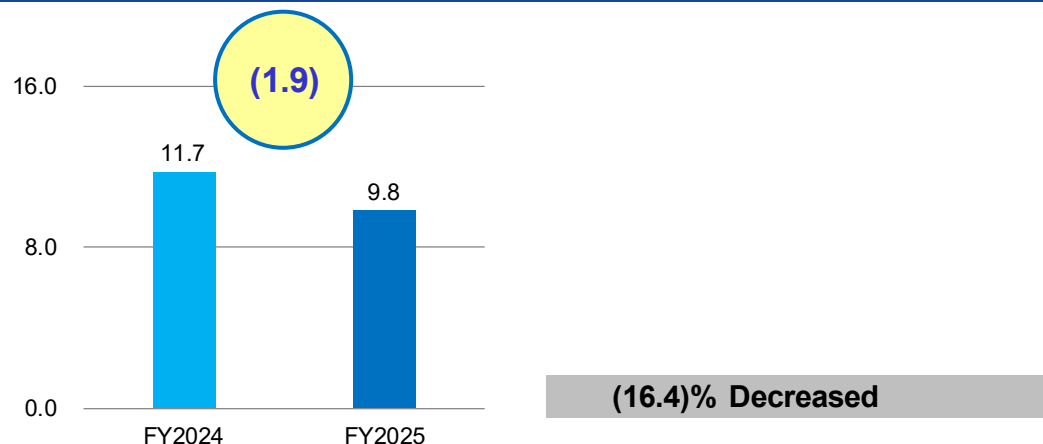
Analysis – Specialty Products

(Billions of yen)

Net Sales



Operating profit



Qualitative Information

Net sales: Down

- Polyimide: Sluggish varnish sales due to declining sales of smartphones in which our products are used, despite film sales remaining at the same level as the corresponding period of the previous year
- Separation membranes: Continued impact of inventory adjustments by certain customers on CO₂ separation membranes for biomethane production despite firm sales of nitrogen membranes
- Ceramics: Decline in sales of products for bearings and substrates due to xEV market slowdown
- Separators: Increase in sales volume due to rising demand for hybrid vehicles

Operating profit: Down

- Weak sales of polyimide, separation membranes, and ceramics

Difference of operating profit

Price ^{*1} 1.8

Volume (2.7)

Fixed Cost and Others ^{*2} (1.0)

Total (1.9)

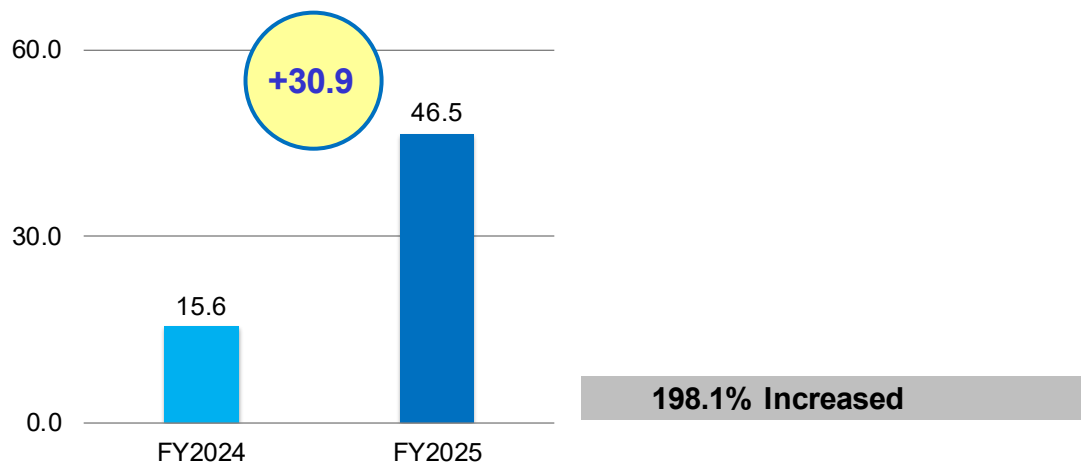
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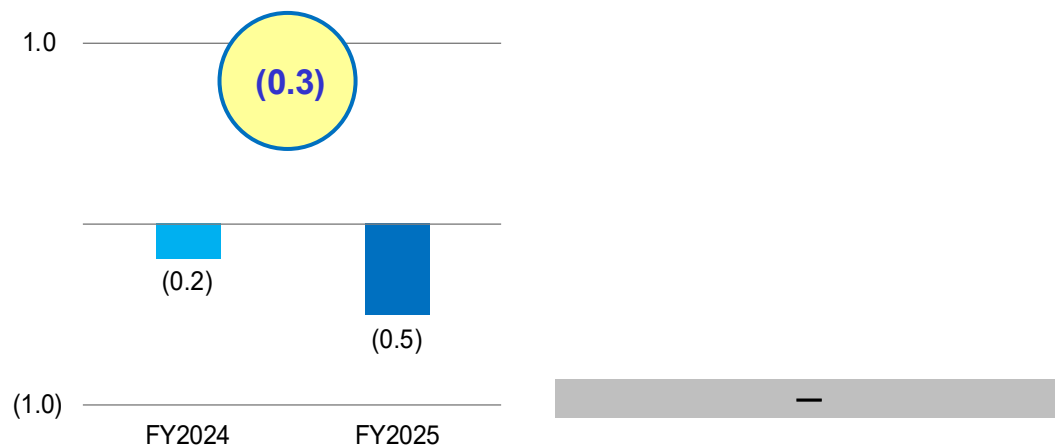
Analysis – High Performance Urethane

(Billions of yen)

Net Sales



Operating profit



Qualitative Information

Net sales: Up

- Urethane systems: Acquired in April 2025, with full-year results reflecting the nine-month performance for April through December because the companies engaged in this business have a December fiscal year-end. Continued focus on the solid U.S. business.

Operating profit: Down

- Recorded post-merger integration (PMI) expenses related to the acquisition of the urethane systems business
- Weak sales of high-performance coatings business

Difference of operating profit

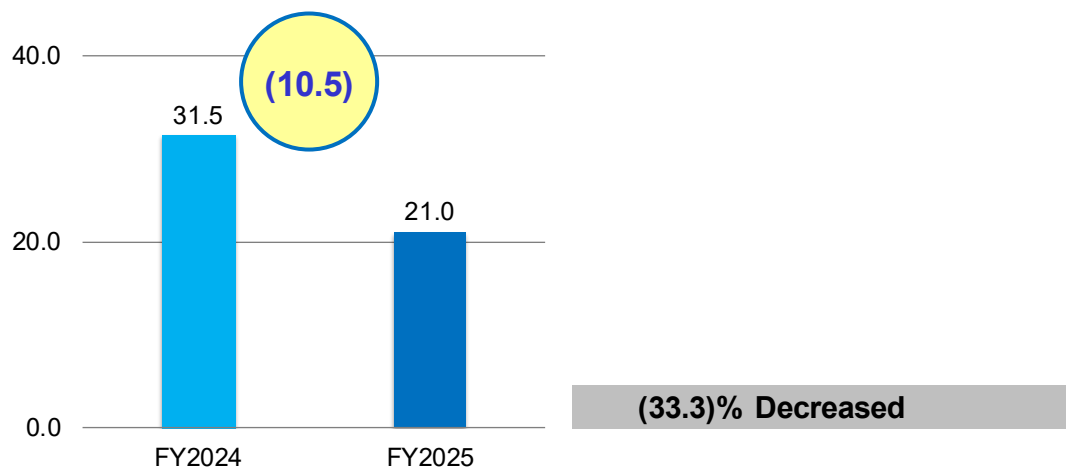
Price ^{*1}	0.0
Volume	(0.6)
Fixed Cost and Others ^{*2}	0.2
Total	(0.3)

^{*1}: Including both selling and purchase changes
^{*2}: Including inventory valuation changes

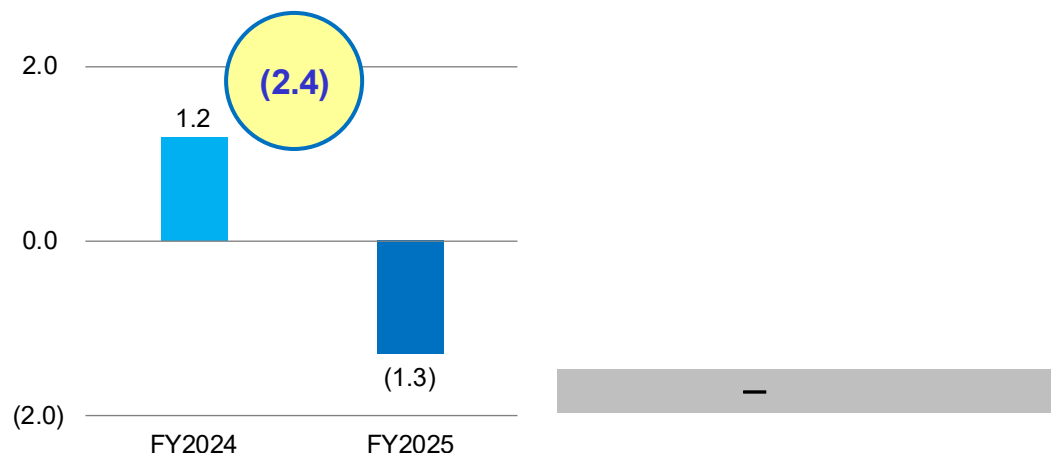
Analysis – Pharmaceutical

(Billions of yen)

Net Sales



Operating profit



Qualitative Information

Net sales: Down

- Reduction in sales volume of contract pharmaceuticals

Operating profit: Down

- Reduction in sales volume of contract pharmaceuticals

Difference of operating profit

Price ^{*1} 0.3

Volume (2.8)

Fixed Cost and Others ^{*2} 0.1

Total (2.4)

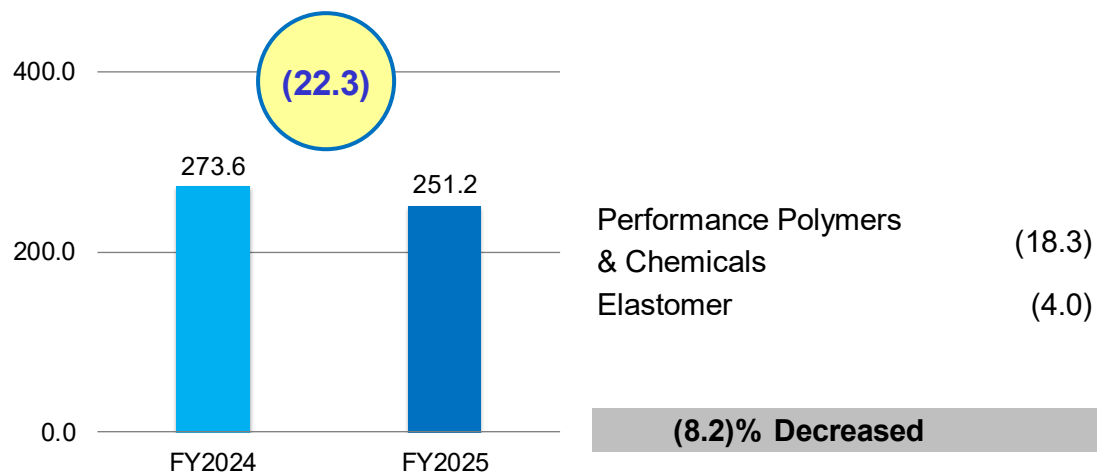
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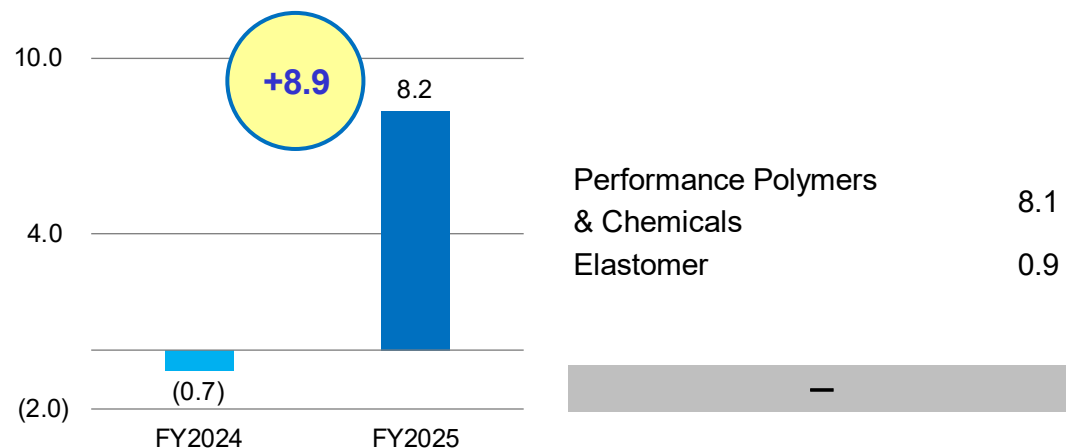
Analysis – Polymers & Chemicals

(Billions of yen)

Net Sales



Operating profit



Qualitative Information

Net sales: Down

- Nylon polymers: Decreases in sales volume and sales prices because of sluggish demand for food packaging films in the overseas market
- Caprolactam & ammonium sulfate: Decline in sales volume and selling prices due to intensified competition

Operating profit: Up

- Decrease in depreciation expenses due to impairment losses on ammonia, caprolactam, and nylon polymers recognized in the previous fiscal year
- Reduced repair costs and increased sales volume due to no large-scale biennial maintenance at the ammonia plant
- Decline in raw material prices of elastomers

Difference of operating profit

Price ^{*1}	2.8
Volume	1.1
Fixed Cost and Others ^{*2}	4.9
Total	8.9

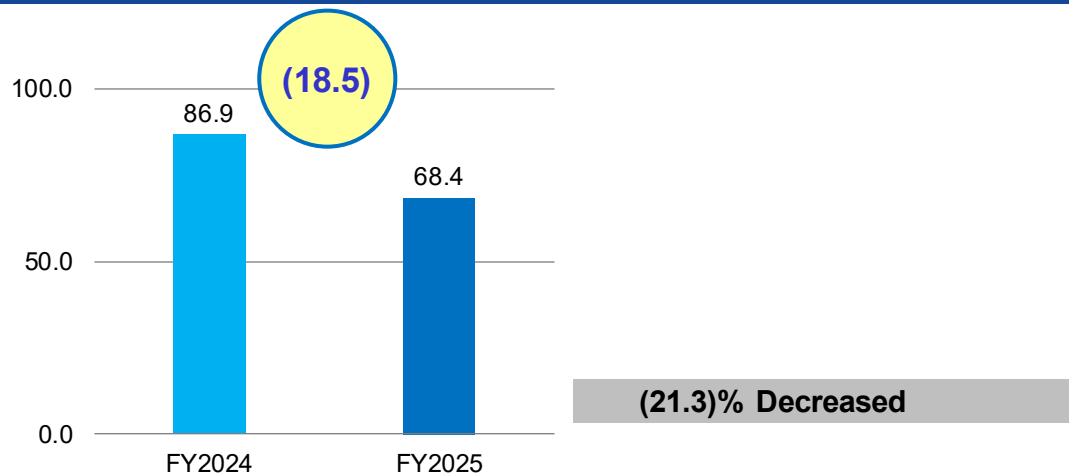
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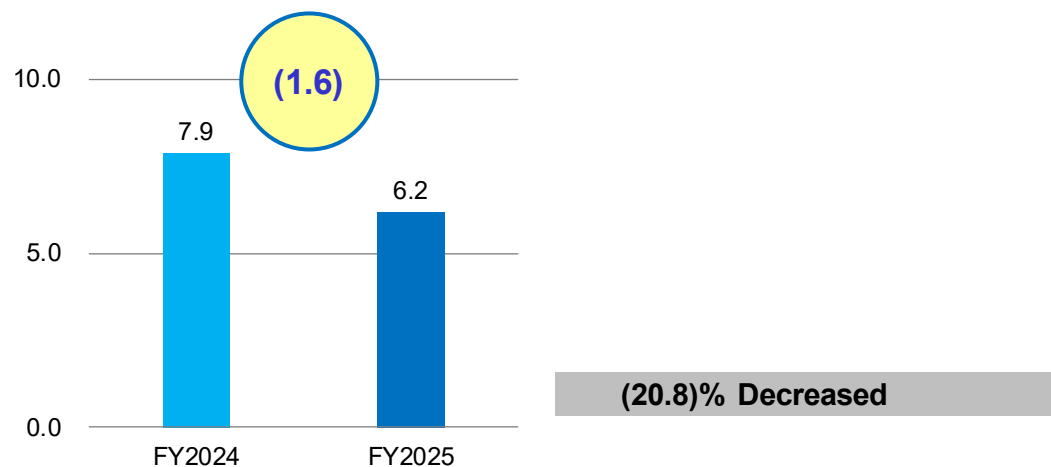
Analysis – Machinery

(Billions of yen)

Net Sales



Operating profit



Qualitative Information

Net sales: Down

- Exclusion of the steel products business from the scope of consolidation following the transfer of its management rights to another company in FY2024

Operating profit: Down

- Sluggish product sales in the molding machine business
- Decline in product sales in the industrial machines business

Difference of operating profit

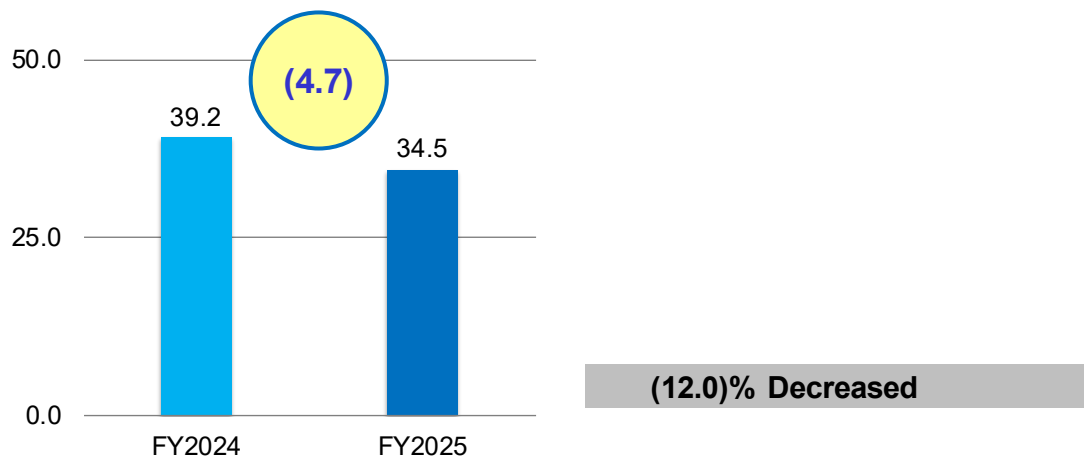
Marginal profit on machinery product: (3.3)

(Since machinery products are manufactured on an individual order basis, no analysis of differences in price and volume is conducted.)

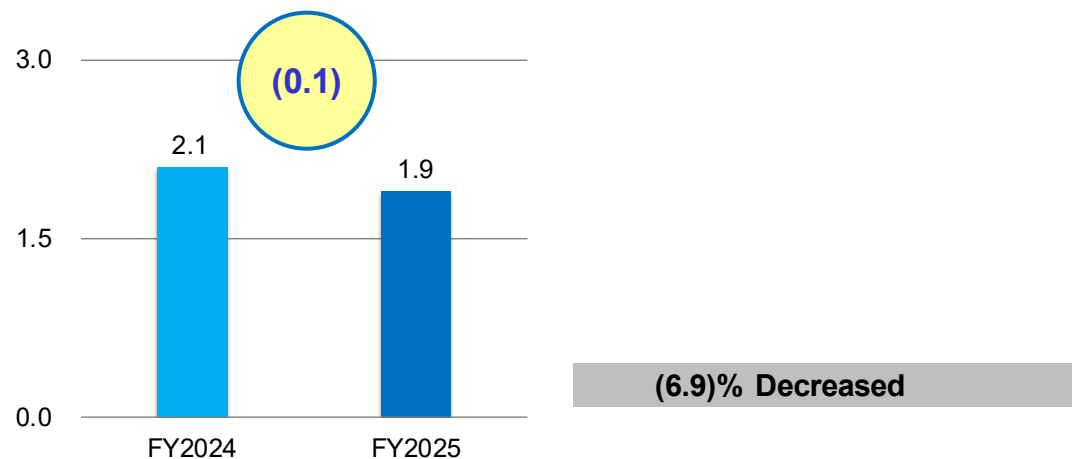
Analysis – Others

(Billions of yen)

Net Sales



Operating profit



Qualitative Information

Net sales: Down

- Power: Decline in electricity selling prices due to falling coal prices

Operating profit: Down

- Profit remained at the same level as the previous year, reduced repair expenses resulting from the absence of large-scale biennial maintenance at an in-house power plant

Difference of operating profit

Price ^{*1} (0.6)

Volume 0.2

Fixed Cost and Others 0.3

Total (0.1)

*1: Including both selling and purchase changes

Operating Profit – Profit (Loss) Attributable to Owners of Parent

(Billions of yen)

Item	FY2024 (A)	FY2025 (B)	Difference (B) - (A)
Operating profit	18.0	18.9	0.9
Non-operating income (expenses)	4.3	18.6	14.2
Net interests expenses	(0.5)	(2.5)	(2.0)
Share of profit (loss) of entities accounted for using equity method	7.6	15.4	7.8
Share of profit (loss) of entities accounted for using equity method related to Mitsubishi UBE Cement Group	15.6	12.6	(3.0)
Foreign exchange gains (losses)	(0.2)	4.3	4.5
Others	(2.7)	1.3	4.0
Ordinary profit	22.4	37.5	15.1
Extraordinary income (losses)	(33.3)	(6.8)	26.5
Profit (loss) before income taxes	(10.9)	30.7	41.6
Income taxes and profit (loss) attributable to non-controlling interests	6.1	(6.9)	(12.9)
Profit (loss) attributable to owners of parent	(4.8)	23.9	28.7
Net income per share	(49.60) yen	245.76 yen	295.36 yen

Consolidated Balance Sheet

(Billions of yen)

Item	End of FY2024 (A)	End of FY2025 (B)	Difference (B) - (A)
Current assets	358.4	308.3	(50.1)
Fixed assets	507.6	637.8	130.2
Total assets	866.2	946.3	80.1
Interest-bearing debt	330.5	358.2	27.6
Other liabilities	123.4	133.2	9.9
Total liabilities	453.9	491.4	37.5
Shareholders' equity*	395.1	437.2	42.1
Non-controlling interests and others	17.2	17.7	0.5
Total net assets	412.3	454.9	42.6
Total liabilities and net assets	866.2	946.3	80.1

* Shareholders' equity = Net assets – Share acquisition rights – Non-controlling interests

Consolidated Statements of Cash Flows

(Billions of yen)

Item	FY2024	FY2025	
A.Cash flows from operating activities	35.8	60.0	Profit before income taxes 30.7 Depreciation and amortization 25.7 Impairment losses 2.7 Share of profit (loss) of entities accounted for using equity method (15.4), etc.
B.Cash flows from investing activities	(63.2)	(140.2)	Acquisition of PP&E and intangible asset (72.4), etc. Purchase of shares of subsidiaries resulting in change in scope of consolidation (71.5), etc.
Free cash flows (A+B)	(27.3)	(80.2)	
C.Cash flows from financing activities	105.9	13.0	Increase (decrease) in interest-bearing debts 27.6 Dividends paid (11.4), etc.
D.Net increase (decrease) in cash and cash equivalents	79.6	(62.9)	
E.Cash and cash equivalents at end of the fiscal year	115.4	52.6	

FY2026 Consolidated Forecasts

Scope of Consolidation

Item	End of FY2025 (A)	End of FY2026 (B)	Difference (B) - (A)	Notes
Number of consolidated subsidiaries	46	46	—	
Number of equity method affiliates	17	16	(1)	- LOTTE UBE SYNTHETIC RUBBER SDN. BHD.
Total	63	62	(1)	

Environmental Factors

Item		FY2025 (A)	FY2026 (B)	Difference (B) - (A)		
Exchange Rate		Yen/\$	150.8	155.0	4.2	
Material Price	Naphtha	CIF	\$/t	604	750	146
		Domestic	Yen/KL	65,100	82,500	17,400
	Australian Coal (CIF)		\$/t	139.0	145.0	6.0
			Yen/t	20,957	22,475	1,518

Major P/L & B/S Items

(Billions of yen)

Item	FY2025 (A)	FY2026 (B)	Difference (B) - (A)	Percentage change
Net sales	462.3	485.0	22.7	4.9%
EBITDA	46.4	56.5	10.1	21.8%
Operating profit	18.9	23.5	4.6	24.1%
Ordinary profit	37.5	37.5	(0.0)	(0.0)%
Profit attributable to owners of parent	23.9	24.5	0.6	2.6%

Item	FY2025 (A)	FY2026 (B)	Difference (B) - (A)
Total assets	946.3	1020.0	73.7
Interest-bearing debt	358.2	415.0	56.8
Shareholders' equity	437.2	450.0	12.8
Dividend (Yen /Share)	*1 110.00	*2 to be determined	—

*1 Dividend: Interim / 55 yen, Fiscal year-end / 55 yen

*2 We are currently reviewing our dividend policy, including the DOE level, with a view to improving capital efficiency and enhancing shareholder returns. Accordingly, the forecast for the annual dividend for the FY 2026 has not yet been determined. We plan to announce the forecast on May 20 2026, and explain it at the Management Overview Briefing to be held on the same day.

Net Sales and Operating profit by Segment

(Billions of yen)

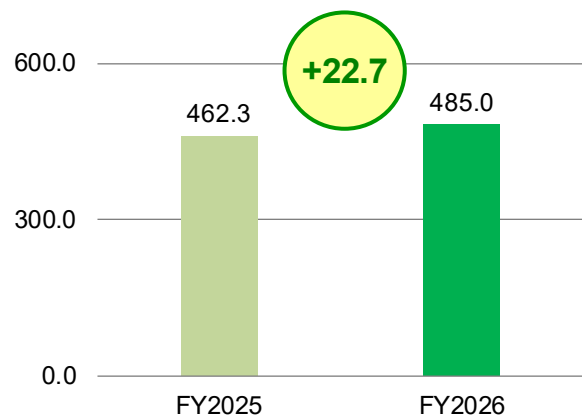
	Segment	FY2025 (A)	FY2026 (B)	Difference (B) - (A)	Percentage change
Net sales	Specialty Products	71.0	89.0	18.0	25.4%
	High Performance Urethane	46.5	68.0	21.5	46.1%
	Pharmaceutical	21.0	21.0	(0.0)	(0.0)%
	Polymers & Chemicals	248.8	239.0	(9.8)	(3.9)%
	Machinery	68.4	70.0	1.6	2.3%
	Others	34.5	36.0	1.5	4.4%
	Adjustment	(27.9)	(38.0)	(10.1)	—
	Total	462.3	485.0	22.7	4.9%
Operating profit	Specialty Products	9.9	15.0	5.1	52.1%
	High Performance Urethane	(0.5)	1.0	1.5	—
	Pharmaceutical	(1.3)	0.5	1.8	—
	Polymers & Chemicals	8.0	5.0	(3.0)	(37.7)%
	Machinery	6.2	4.5	(1.7)	(27.9)%
	Others	1.9	1.5	(0.4)	(21.7)%
	Adjustment	(5.3)	(4.0)	1.3	—
	Total	18.9	23.5	4.6	24.1%

(Note) From FY 2026, UBE America Inc. has been reclassified from “Polymers & Chemicals” to “Specialty Products.” The results for FY 2025 are presented as reference figures assuming the new segment classification.

Analysis – Total

(Billions of yen)

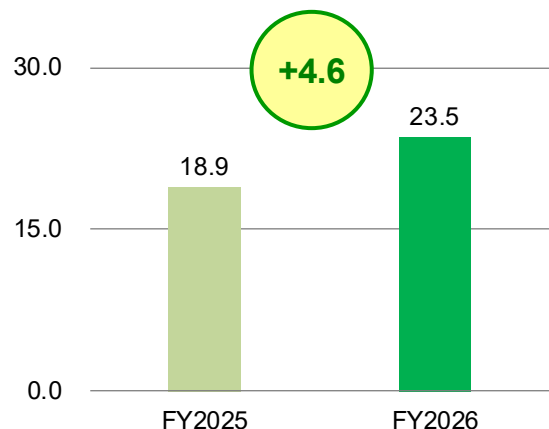
Net sales



Specialty Products	18.0
High Performance Urethane	21.5
Pharmaceutical	(0.0)
Polymers & Chemicals	(9.8)
Machinery	1.6
Others	1.5
Adjustment	(10.1)

4.9% Increased

Operating profit



Specialty Products	5.1
High Performance Urethane	1.5
Pharmaceutical	1.8
Polymers & Chemicals	(3.0)
Machinery	(1.7)
Others	(0.4)
Adjustment	1.3

24.1% Increased

Qualitative Information

Net sales: Up

- Specialty Products: Increase in sales volume of polyimide, separation membranes, and separators
- High Performance Urethane: Urethane systems business contributed a full 12 months of results*

Operating profit: Up

- Specialty Products: Increase in sales volume of polyimide, separation membranes, and separators
- High Performance Urethane: Urethane systems remained solid, mainly driven by the U.S. business*
- Pharmaceutical: Improvement in the sales mix of contract pharmaceuticals

*Since the accounting period for the urethane systems business is January-December, net sales and operating profit for the fiscal year ended March 2026 will be for nine months.

Difference of operating profit

Price ^{*1} (4.2)

Volume 17.0

Fixed Cost and Others ^{*2} (8.2)

Total 4.6

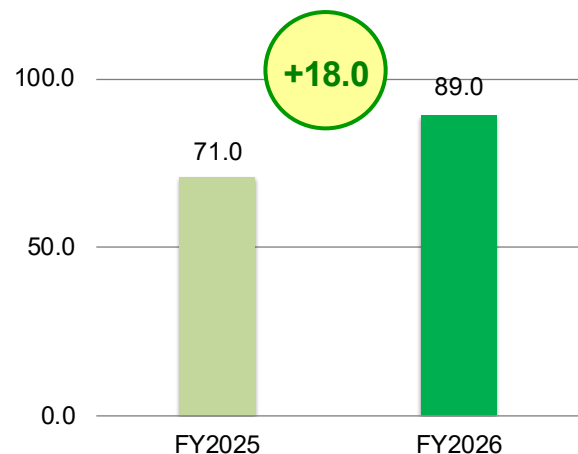
*1: Including both selling and purchase change

*2: Including inventory valuation changes

Analysis – Specialty Products

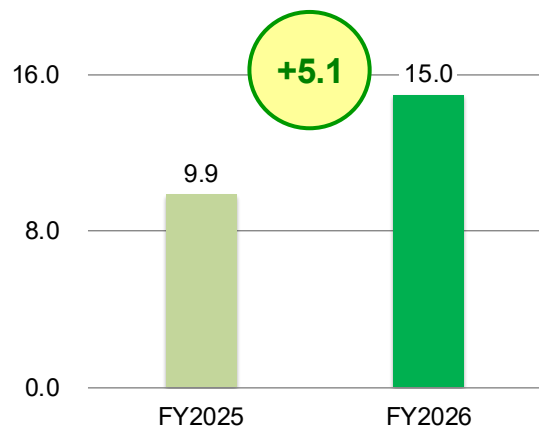
(Billions of yen)

Net sales



25.4% Increased

Operating profit



52.1% Increased

Qualitative Information

Net sales: Up

- Polyimide: Increase in sales of film and varnish
- Separation membranes: Increase in sales mainly of Nitrogen separation membrane and CO₂ separation membranes for biomethane production
- Ceramics: Increase in sales of products for bearings and substrates
- Separators: Increase in sales volume due to rising demand for hybrid vehicles

Operating profit: Up

- Polyimide: Increase in sales of film and varnish
- Separation membranes: Increase in sales mainly of Nitrogen separation membrane and CO₂ separation membranes for biomethane production
- Separators: Increase in sales volume due to rising demand for hybrid vehicles

Difference of operating profit

Price ^{*1} (4.7)

Volume 13.8

Fixed Cost and Others ^{*2} (4.0)

Total 5.1

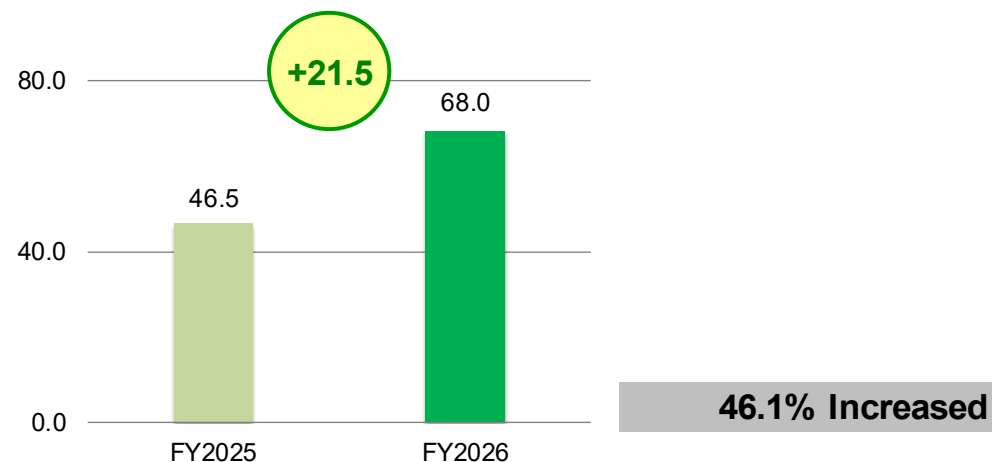
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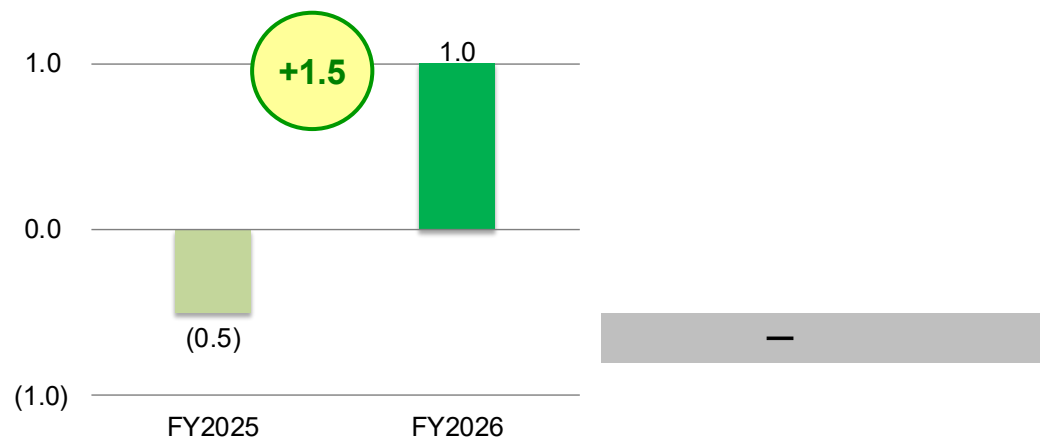
Analysis – High Performance Urethane

(Billions of yen)

Net sales



Operating profit



Qualitative Information

Net sales: Up

- Urethane systems: Contribution of a full 12 months of results
- High performance coatings: Increase in sales mainly overseas

Operating profit: Up

- Urethane systems: Steady performance, mainly in the U.S.
- High performance coatings : Increase in sales mainly overseas

*Since the companies engaged in the urethane systems business have a December fiscal year-end, only nine months of results are reflected in FY2025.

Difference of operating profit

Price ^{*1} 0.6

Volume 0.9

Fixed Cost and Others ^{*2} 0.1

Total 1.5

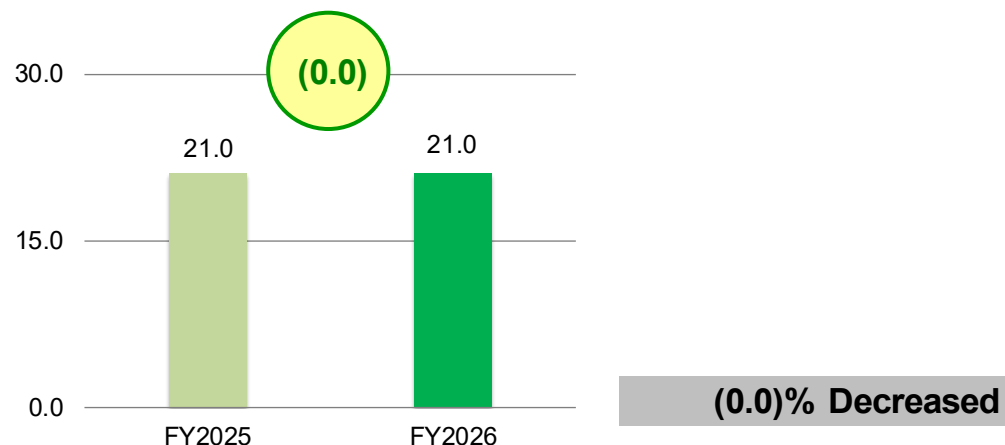
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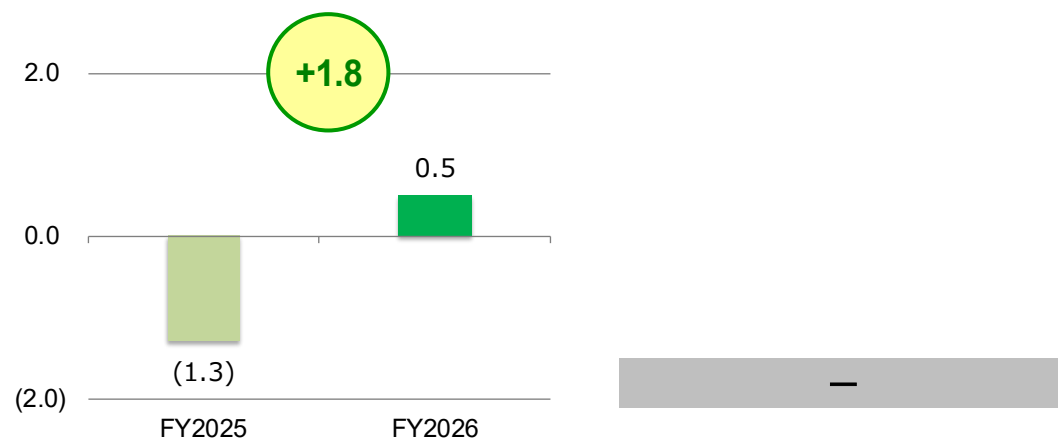
Analysis – Pharmaceutical

(Billions of yen)

Net sales



Operating profit



Qualitative Information

Net sales: Down

- Sales volume of contract pharmaceuticals remained in line with the previous year

Operating profit: Up

- : Improvement in the sales mix of contract pharmaceuticals, among other factors

Difference of operating profit

Price ^{*1} 0.2

Volume 0.4

Fixed Cost and Others ^{*2} 1.2

Total 1.8

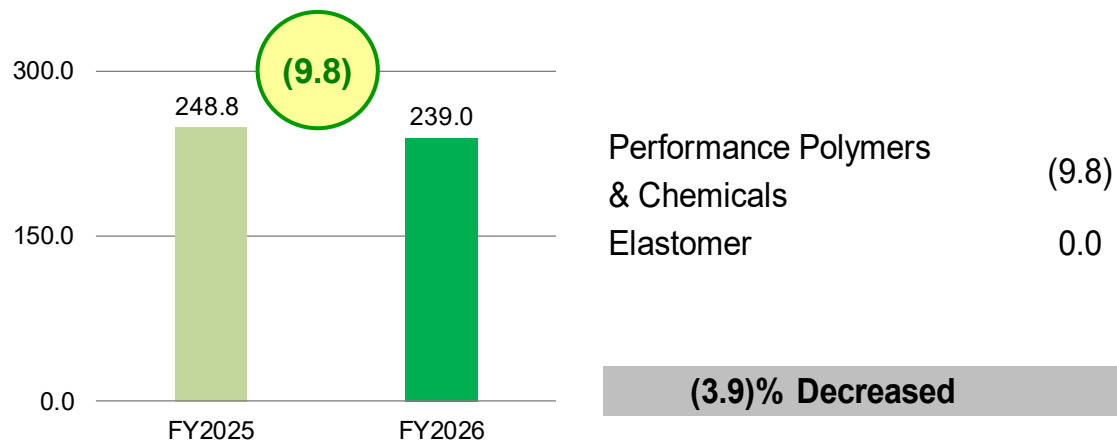
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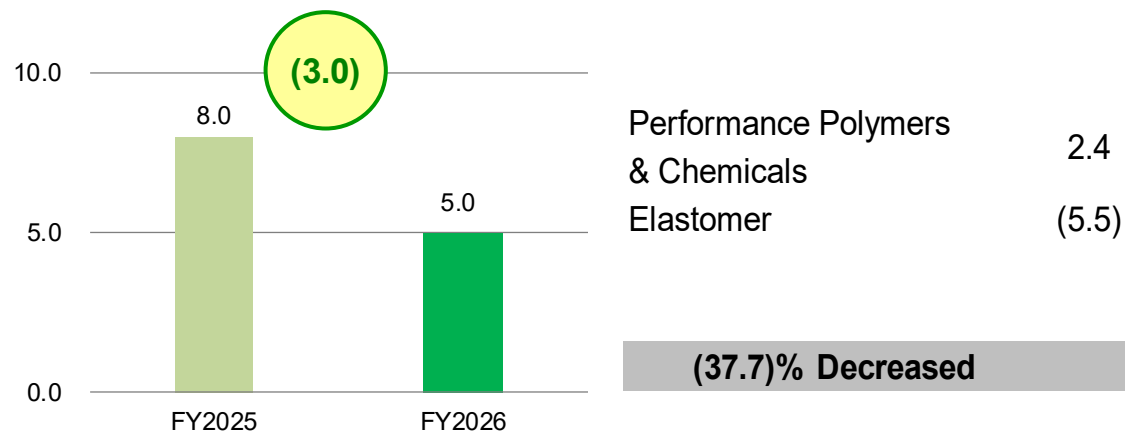
Analysis – Polymers & Chemicals

(Billions of yen)

Net sales



Operating profit



Qualitative Information

Net sales: Down

- Caprolactam & ammonium sulfate: Production in Thailand shut down in March 2026
- Nylon polymer: Production in Thailand reduction in March 2026

Operating profit: Down

- C1 Chemicals: Decrease in licensing income
: Increase in costs related to the construction of DMC/EMC plants in the U.S.
- Elastomer: The spread (the difference between selling prices and raw material prices) narrowed due to an increase in raw material prices

Difference of operating profit

Price ^{*1} (1.0)

Volume 2.0

Fixed Cost and Others ^{*2} (4.0)

Total (3.0)

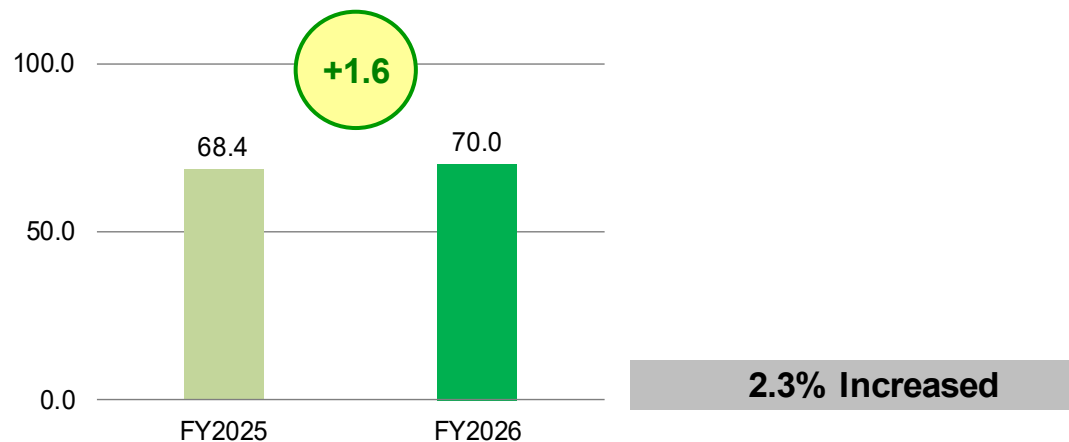
*1: Including both selling and purchase change

*2: Including inventory valuation changes

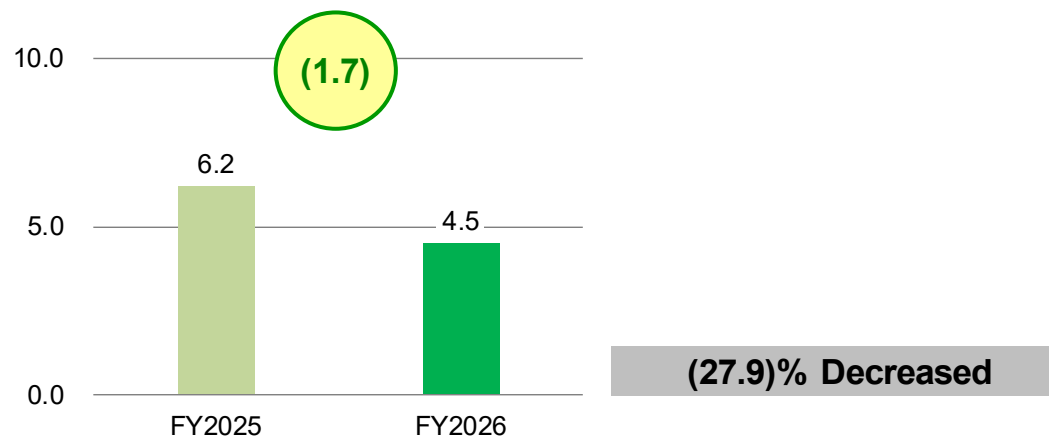
Analysis – Machinery

(Billions of yen)

Net sales



Operating profit



Qualitative Information

Net sales: Up

- Injection molding machines: Increase in product sales
- Industrial machinery: Increase in product sales

Operating profit: Down

- Decrease in high-margin projects in after-sales services

Difference of operating profit

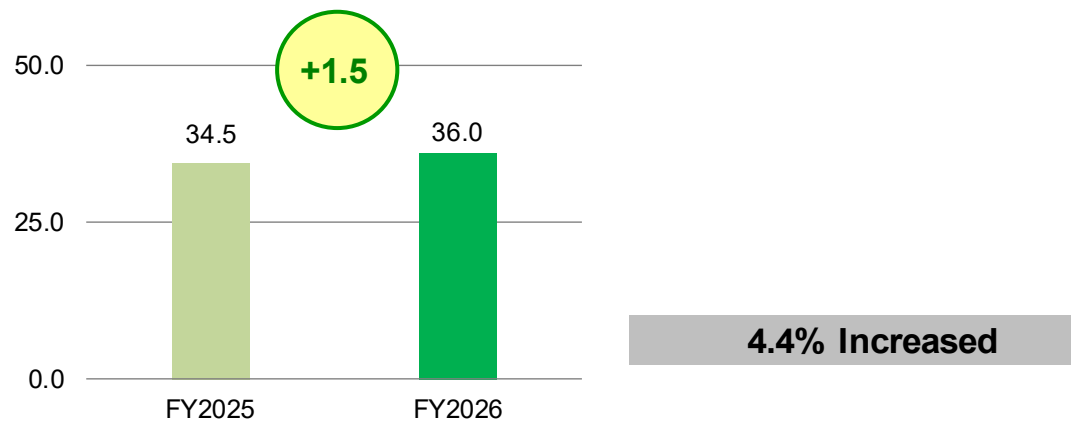
Marginal profit on machinery product: (0.1)

(Since machinery products are manufactured on an individual order basis, differences in price and volume are not analyzed.)

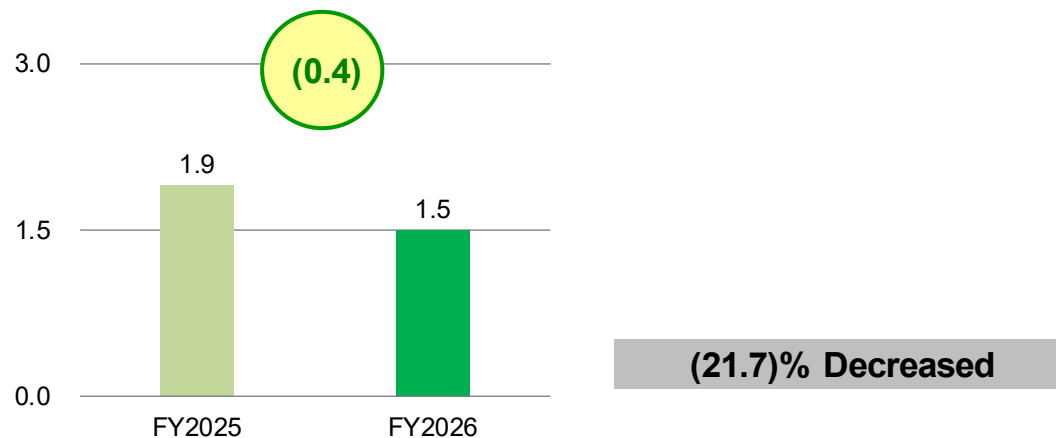
Analysis – Others

(Billions of yen)

Net sales



Operating profit



Qualitative Information

Net sales: Up

- Electricity: Increase in power sales prices due to rising coal prices

Operating profit: Down

- Decrease in sales volume of overseas sales companies

Difference of operating profit

Price ^{*1} 0.6

Volume 0.0

Fixed Cost and Others ^{*2} (1.1)

Total (0.4)

*1: Including both selling and purchase change

Operating Profit – Profit attributable to owners of parent

(Billions of yen)

Item	FY2025 (A)	FY2026 (B)	Difference (B) - (A)
Operating profit	18.9	23.5	4.6
Non-operating income (expenses)	18.6	14.0	(4.6)
Ordinary profit	37.5	37.5	(0.0)
Extraordinary income (losses)	(6.8)	(4.0)	2.8
Profit (loss) before income taxes	30.7	33.5	2.8
Income taxes and profit (loss) attributable to non-controlling interests	(6.9)	(9.0)	(2.1)
Profit (loss) attributable to owners of parent	23.9	24.5	0.6
Net income per share	245.76 yen	252.20 yen	6.44 yen

Reference

Net Sales

(Billions of yen)

Segment	FY2025					Full-year (forecast)
	1Q	2Q	3Q	4Q	Total	
Specialty Products	15.0	14.8	15.1	17.0	61.9	69.0
High Performance Urethane	3.2	13.9	14.5	15.0	46.5	50.5
Pharmaceutical	4.3	6.2	4.1	6.5	21.0	23.0
Polymers & Chemicals	59.7	58.8	66.1	66.6	251.2	257.0
Machinery	14.5	15.3	17.0	21.7	68.4	74.0
Others	8.6	8.1	8.9	8.9	34.5	35.5
Adjustment	(4.8)	(4.8)	(6.1)	(5.5)	(21.2)	(19.0)
Total	100.5	112.2	119.4	130.2	462.3	490.0

Operating Profit

(Billions of yen)

Segment	FY2025					Full-year (forecast)
	1Q	2Q	3Q	4Q	Total	
Specialty Products	1.9	2.4	2.4	3.1	9.8	12.5
High Performance Urethane	(0.4)	0.1	(0.6)	0.4	(0.5)	1.0
Pharmaceutical	(0.6)	0.1	(0.4)	(0.4)	(1.3)	0.0
Polymers & Chemicals	1.3	2.9	3.9	0.1	8.2	9.5
Machinery	1.1	0.8	2.0	2.4	6.2	6.5
Others	0.5	0.5	0.6	0.3	1.9	1.5
Adjustment	(0.8)	(1.2)	(1.4)	(1.9)	(5.4)	(6.0)
Total	3.0	5.5	6.5	4.0	18.9	25.0

4Q on 3Q – Net Sales

(Billions of yen)

Segment	FY2025 3Q (A)	FY2025 4Q (B)	Difference (B) - (A)	Major factors
Specialty Products	15.1	17.0	1.9	
High Performance Urethane	14.5	15.0	0.6	
Pharmaceutical	4.1	6.5	2.4	
Polymers & Chemicals	66.1	66.6	0.5	Performance Polymers & Chemicals 0.9 Elastomer (0.4)
Machinery	17.0	21.7	4.7	
Others	8.9	8.9	0.1	
Adjustment	(6.1)	(5.5)	0.6	
Total	119.4	130.2	10.7	

4Q on 3Q – Operating Profit

(Billions of yen)

Segment	FY2025 3Q (A)	FY2025 4Q (B)	Difference (B) - (A)	Major factors
Specialty Products	2.4	3.1	0.6	
High Performance Urethane	(0.6)	0.4	1.1	
Pharmaceutical	(0.4)	(0.4)	0.0	
Polymers & Chemicals	3.9	0.1	(3.8)	Performance Polymers & Chemicals (1.3) Elastomer (2.5)
Machinery	2.0	2.4	0.4	
Others	0.6	0.3	(0.2)	
Adjustment	(1.4)	(1.9)	(0.5)	
Total	6.5	4.0	(2.5)	

Net Sales and Operating Profit by Business Portfolio

(Billions of yen)

	Business portfolio ^{*1}	FY2024 Result	FY2025 ^{*2} Result	FY2026 forecast
Net sales	Specialty business	180.7	191.9	229.5
	Restructuring business	200.4	187.8	178.1
	Machinery business	86.9	68.4	70.0
	Other businesses (incl. adjustment)	18.8	14.2	7.4
	Total	486.8	462.3	485.0
Operating profit	Specialty business	23.7	17.5	15.5
	Restructuring business	(10.2)	(1.1)	7.6
	Machinery business	7.9	6.2	4.5
	Other businesses (incl. adjustment)	(3.3)	(3.7)	(4.1)
	Total	18.0	18.9	23.5

*1 Starting from FY2025, portfolio classification has been changed. The results for FY2024 are figures reflecting the portfolio reclassification.

*2 From FY 2026, UBE America Inc. has been reclassified from "Polymers & Chemicals" to "Specialty Products." The results for the FY 2025 are presented as reference figures assuming the new segment classification.

Mitsubishi UBE Cement

Major P/L Items

(Billions of yen)

Mitsubishi UBE Cement Corporation and consolidated subsidiaries

Item		FY2024	FY2025
Net sales	Domestic business	377.0	372.4
	Overseas business	184.0	166.0
	Total	561.0	538.4
Operating profit	Domestic business	17.6	25.8
	Overseas business	33.2	24.2
	Total	50.8	50.1
Ordinary profit		52.8	52.9
Profit attributable to owners of parent		30.3	24.0

Share of profit of entities accounted for using equity method in UBE's Consolidated Statements of Income

Share of profit of entities accounted for using equity method	15.6	12.6
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Environmental Factors

Item		FY2024	FY2025
Total demand for cement in Japan	(million tons)	32.65	30.53
Cement sales volumes in Japan	(million tons)	7.75	7.38
Cement sales volumes in the U.S.	(million tons)	1.61	1.44
Ready-mixed concrete sales volumes in the U.S.	(million cy)	6.19	5.50
Coal price*	(\$/t)	130	109
Exchange rate	(Yen/\$)	153	151

* The above thermal coal prices are reference indices and differ from actual procurement prices.

(Reference) Consolidated Balance Sheet at the end of FY2025 (Billions of yen)

Total assets	851.8	Interest-bearing debt	196.3	Shareholder's equity	377.7
Shareholder's equity ratio	44.3%	D/E ratio	0.52 Times		

FY2025 Results

- Businesses in Japan: Although there were declines in cement sales volume and the impact of biennial maintenance in the power business, price increases in cement, ready-mixed concrete, and resource businesses as well as lower thermal energy prices contributed, resulting in decreased revenue but increased profit in overall domestic operations compared with the previous year.
- Businesses outside Japan: In the U.S. business, sluggish demand and a decline in sales volume for cement and ready-mixed concrete against a backdrop of persistently high interest rates, along with the occurrence of one-off costs such as the timing difference of periodic maintenance expenses, and lower selling prices in the Australian coal business, resulted in decreased revenue and profit compared with the previous year.

Consolidated Key Indicators

(Billions of yen)

Item	FY2024	FY2025	FY2026 (forecast)
Capital investment	60.7	69.0	85.0
Depreciation and amortization	27.2	25.7	31.0
Research and development expenses	9.9	12.4	13.0
Adjusted operating profit *	27.0	35.4	41.5
Interest-bearing debt	330.5	358.2	415.0
Shareholders' equity	395.1	437.2	450.0
Total assets	866.2	946.3	1,020.0
D/E ratio (times)	0.84	0.82	0.92
Shareholders' equity ratio (%)	45.6	46.2	44.1
Return on sales - ROS (%)	3.7	4.1	4.8
Return on assets - ROA (%)	3.3	3.9	4.2
Return on equity – ROE (%)	(1.2)	5.7	5.5
Return on invested capital - ROIC (%)	3.0	3.8	4.0

* Adjusted operating profit: Operating profit + Interest and dividend income + Share of profit (loss) of entities accounted for using equity method

Note: The Company Group determined the provisional accounting treatment related to the business combination of a material-recycled plastic manufacturer in the consolidated of FY 2025. The finalized accounting treatment is being applied in each reported figure for FY 2024.

Consolidated Major Subsidiaries

(Billions of yen)

Subsidiaries	Business	Net Sales FY2025	Difference of operating profit from FY2024 ^{*2}
UBE CORPORATION EUROPE S.A.U.	Manufacture and sales of composites, nylon polymers, caprolactam, ammonium sulfate, high performance coatings and other products	58.9	↑
UBE Chemicals (Asia) Public Company Limited	Manufacture and sales of composites, nylon polymers, caprolactam and ammonium sulfate ^{*1}	39.8	↑
THAI SYNTHETIC RUBBERS COMPANY LIMITED	Manufacture and sales of polybutadiene rubber (synthetic rubber)	22.9	↑
UBE FILM, LTD.	Manufacture and sales of plastic film products	10.5	↑
UBE EXSYMO CO., LTD.	Manufacture and sales of electronic and information communication-related products	12.2	↑
UBE MACHINERY CORPORATION, Ltd.	Manufacture and sales of molding machines, industrial machinery and bridge, etc. After-sales services for molding machines and industrial machinery	50.3	↓

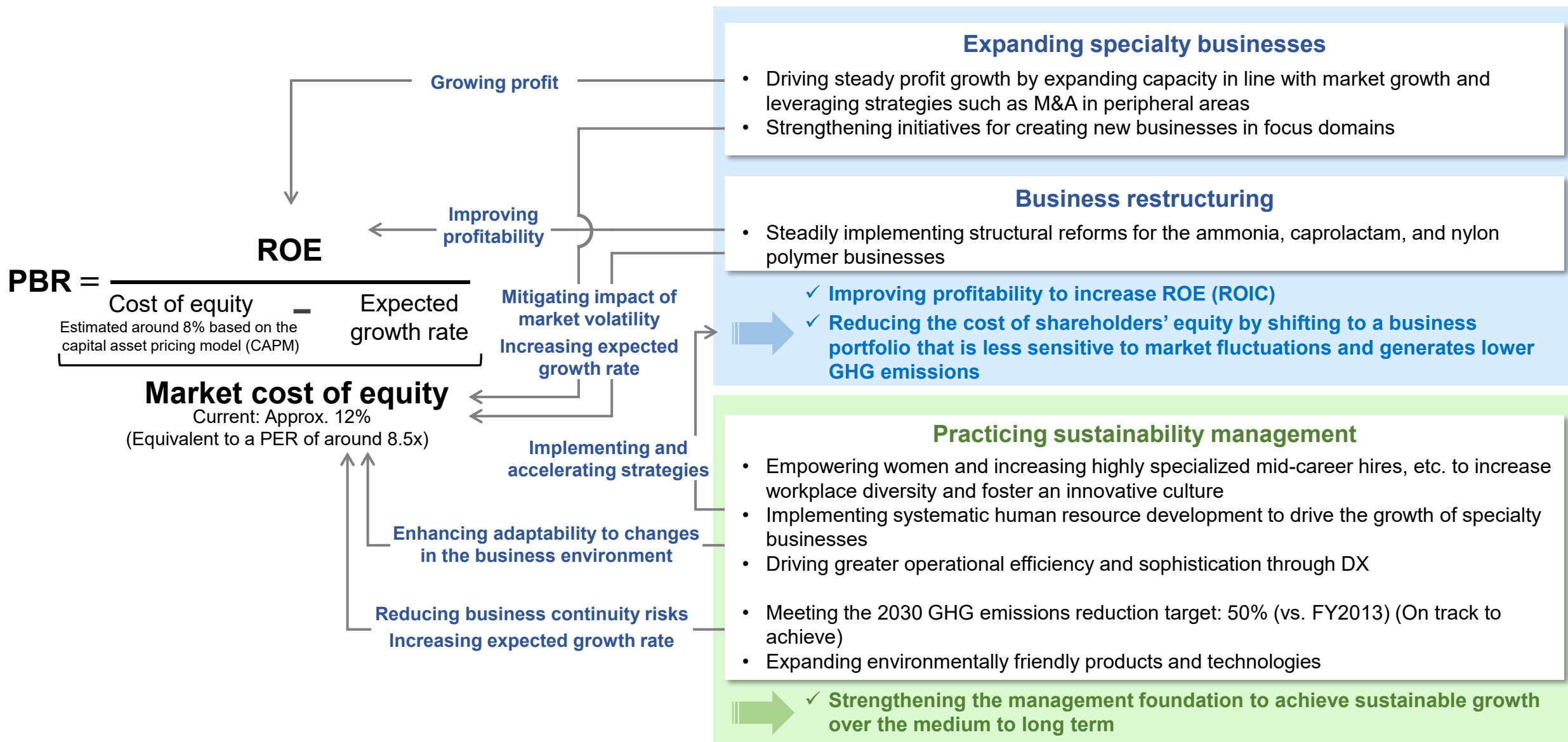
* 1 Production was shut down in March 2026.

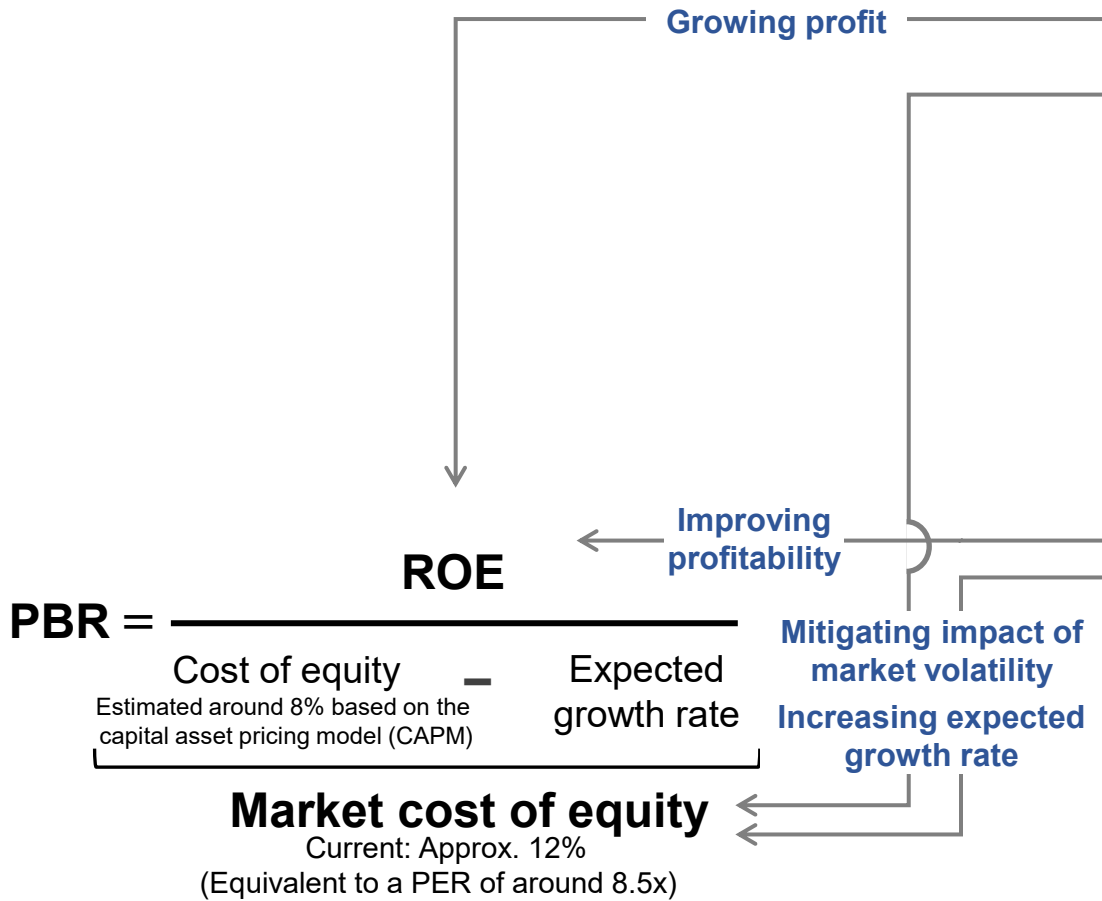
* 2 ↑ ↓ represent an increase or decrease of over 0.1 billion JPY

Net Sales and Operating Profit in Half Years by Segment

(Billions of yen)

Segment	Net Sales			Operating profit		
	First-half results	Second-half forecast	Total	First-half results	Second-half forecast	Total
Specialty Products	41.5	47.5	89.0	6.0	9.0	15.0
High Performance Urethane	34.0	34.0	68.0	0.5	0.5	1.0
Pharmaceutical	9.5	11.5	21.0	(0.5)	1.0	0.5
Polymers & Chemicals	119.5	119.5	239.0	(0.5)	5.5	5.0
Machinery	29.5	40.5	70.0	1.0	3.5	4.5
Others	18.5	17.5	36.0	1.0	0.5	1.5
Adjustment	(17.5)	(20.5)	(38.0)	(2.0)	(2.0)	(4.0)
Total	235.0	250.0	485.0	5.5	18.0	23.5





Expanding specialty businesses

- Driving steady profit growth by expanding capacity in line with market growth and leveraging strategies such as M&A in peripheral areas
- Strengthening initiatives for creating new businesses in focus domains

Capital investments and financing		Capacity	Status
✓ Polyimide	Film manufacturing facilities	Up 20%	Commercial operation has started in April 2026
✓ Separation membranes	Hollow-fiber and module manufacturing facilities	Up 80%	Commercial operation has started in November 2025
✓ Ceramics	Ceramics manufacturing facilities	Up 50%	Operation to start promptly after certification.
✓ Separators	Separators manufacturing facilities	Up 30%	Plant under construction
✓ C1 chemicals	U.S. DMC/EMC plant construction	100,000 tonnes / 40,000 tonnes	Plant under construction
✓ Urethane systems	Business acquisition	—	Acquired on April 1, 2025

Business restructuring

- Steadily implementing structural reforms for the ammonia, caprolactam, and nylon polymer businesses

Measures		Decided Initiatives
✓ Thailand	Caprolactam	Production shutdown in March 2026 (finished) Production reduction* in March 2026 (finished)*
	Nylon polymer	
✓ Japan	Caprolactam	Production shutdown in March 2027
	Nylon polymer	Production shutdown in March 2027
	Ammonia	Production shutdown in March 2028

*Reducing from current two lines to one line

- ✓ Improving profitability to increase ROE (ROIC)
- ✓ Reducing the cost of shareholders’ equity by shifting to a business portfolio that is less sensitive to market fluctuations and generates lower GHG emissions

$$\text{PBR} = \frac{\text{ROE}}{\text{Cost of equity} - \text{Expected growth rate}}$$

Estimated around 8% based on the capital asset pricing model (CAPM)

Market cost of equity
 Current: Approx. 12%
 (Equivalent to a PER of around 8.5x)

Enhancing adaptability to changes in the business environment

Reducing business continuity risks
 Increasing expected growth rate

Practicing sustainability management

- Empowering women and increasing highly specialized mid-career hires, etc. to increase workplace diversity and foster an innovative culture
- Implementing systematic human resource development to drive the growth of specialty businesses
- Driving greater operational efficiency and sophistication through DX

KPI	FY2024 results	FY2030 Target
✓ Percentage of women in the workforce*1	16.0%	25.0%
✓ Percentage of women in management position*1	5.8%	10.0%
✓ Percentage of mid-career hires (Career-track employees)*1	51.3%	—%
✓ Non-Japanese national hires*1	5	—
✓ Investment in off-the-job training per person*2	JPY 205,000	JPY 300,000

- Meeting the 2030 GHG emissions reduction target: 50% (vs. FY2013) (On track to achieve)
- Expanding environmentally friendly products and technologies

KPI	FY2024 results	FY2030 Target	FY2035 Target
✓ GHG emissions 50% reduction (vs. FY2013)	32% reduction (3,200 kt-CO ₂ e/y)	50% reduction*3 (2,370 kt-CO ₂ e/y)	70% reduction (1,420 kt-CO ₂ e/y)
✓ Percentage of environmentally friendly products and technologies in consolidated net sales	45%	60%	—%

*1 Consolidated basis in Japan *2 Non-consolidated basis

*3 Expecting a 65% reduction (1,660 kt-CO₂e/y) in fiscal 2028 due to the shutdown and downsizing of ammonia, caprolactam, and nylon polymer production.

➔ **Strengthening the management foundation to achieve sustainable growth over the medium to long term**

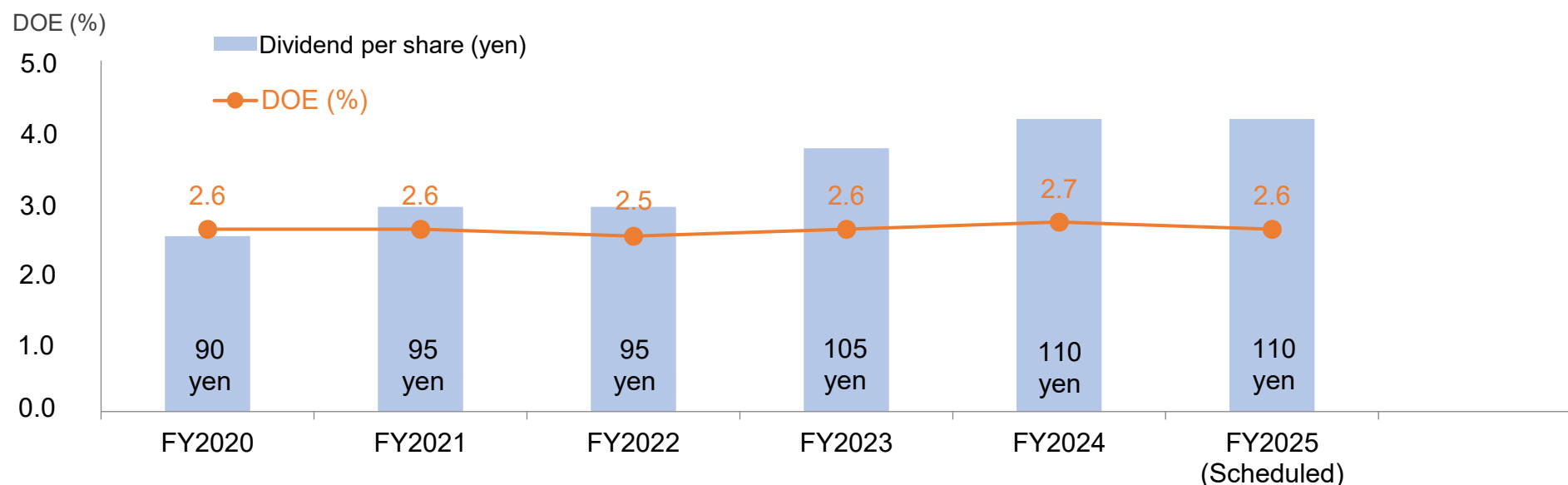
The Group will maintain a stable dividend as a basic policy, setting the dividend on equity (DOE) at 2.5% or higher. Based on the progress of the medium-term management plan, the Group will aim to further raise the DOE during the latter three years.

Previous medium-term management plan 1st Stage (FY2022-2024)

Dividend on equity (DOE): 2.5% or above
Consolidated total return ratio: 30% or higher
(average over three years)

Current medium-term management plan 2nd Stage (FY2025-2030)

Dividend on equity (DOE): 2.5% or higher
(Aiming for progressive dividends)



(Note) We are currently reviewing our dividend policy, including the DOE level, with a view to improving capital efficiency and enhancing shareholder returns. Accordingly, the forecast for the annual dividend for the FY 2026 has not yet been determined. We plan to announce the forecast on May 20, 2026, and explain it at the Management Overview Briefing to be held on the same day.

Quarterly Factors Causing Fluctuation in Profits/Losses

Quarter	Segment	Factor
Q1	Polymers & Chemicals	Regular maintenance and repairs conducted at the ammonia plant (Ube area) in even-numbered years have a negative impact on operating profit of the Polymers & Chemicals segment.
	Company-wide	Regular maintenance and repairs conducted at the private power plant (Ube area) in even-numbered years have a negative impact on the company's operating profit.
Latter half of Q2 through Q3	Polymers & Chemicals	Sales volume of caprolactam, a raw material for nylon, increases due to demand for fall and winter apparel. This has a positive impact on the operating profit of the caprolactam business.
Q4	Polymers & Chemicals	Annual maintenance and repairs conducted at the synthetic rubber plant (Chiba area) have a negative impact on the operating profit of the elastomer business.
	Machinery	Sales and profits are recorded mainly in the fourth quarter. This has a positive impact on the operating profit of the molding and industrial machines businesses.

● UBE Corporation

- FY2026 Management Overview Briefing
 - May 20, 2026 10:00 – 11:30
- Announcement of 1st Quarter FY2026 Financial Results
 - August 7, 2026 15:30
- 1st Quarter FY2026 Financial Results Briefing
 - August 7, 2026 18:00 – 18:45

(Note) This schedule is subject to change without notice due to circumstances.

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