





Materiality KPIs, Targets and Results

Area	Goal	Materiality	Main initiatives promoted globally	KPI	Results			Targets
					Fiscal 2022	Fiscal 2023	Fiscal 2024	
Growth	Solving social issues through our business	 Expanding specialty businesses	Growth through the expansion of businesses based on existing core technologies and the creation of new businesses through the acquisition of new core technologies	Net sales	¥494.7 billion	¥468.2 billion	¥486.8 billion	Fiscal 2030: ¥550 billion
				EBITDA	¥41.7 billion	¥49.2 billion	¥45.5 billion	Fiscal 2030: ¥100 billion or more
				ROS	3.3%	4.8%	3.7%	Fiscal 2030: 10% or more
				ROE	-1.9%	7.5%	-1.2%	Fiscal 2030: 8% or more
				ROIC	-2.0%	4.7%	3.0%	Fiscal 2030: 6% or more
			Commitment to innovation	Percentage of R&D expenses to net sales	2.5%	2.6%	2.4%	Fiscal 2030: 4% or more
			Discovery of seeds for the next generation	Percentage of overseas patent applications (corporate R&D)	25%	—	17%	Fiscal 2030: 80%
				Percentage of joint patent applications	33%	39%	15%	Fiscal 2030: 30%
			Enhancement of customer satisfaction	Number of serious complaints related to quality or product safety	0	0	0	0
			Provision of high-quality and safe products and services	Number of serious quality or product safety incidents	0	0	0	0
Society	Well-being of Workers and Respect for Human Rights	 Empowering and engaging a diverse workforce	Human resource management and development	Investment in off-the-job training per person (UBE Corporation)	¥120,000	¥150,000	¥205,000	Fiscal 2030: ¥300,000
			Development of human resources for DX promotion	Percentage of digital talent leading or advocating DX (within total workforce)	13.2%	14.6%	18.5 %	Fiscal 2030: 60%
			Promotion of diversity, equity & inclusion	Percentage of women in the workforce (consolidated companies in Japan)	15%	15%	16.03%	Fiscal 2030: 25%
				Percentage of women in management positions (consolidated companies in Japan)	4.1%	4.6%	5.8%	Fiscal 2030: 10%
				Percentage of employees with disabilities (UBE Corporation, Libertas Ube, Ltd., Ube General Service Co., Ltd.)	3.16%	3.06%	2.87%	Fiscal 2030: 3.2%
			Enhancement of employee engagement	Employee turnover rate (UBE Corporation)	1.04%	1.38%	1.47%	Fiscal 2030: 2% or less
				Employee engagement score (UBE Corporation)	(59.8)	—	62.8	Fiscal2030: 67.0
			Creation of a supportive and inclusive work environment	Percentage of annual paid leave taken (consolidated companies in Japan)	74%	81%	82.2%	Fiscal 2030: 100%
				Total actual annual working hours (UBE Corporation)	1,918 h	1,900 h	1,899 h	Fiscal 2030: 1,880h or less
				Percentage of male employees taking 20 days or more of childcare leave (UBE Corporation)	9.9%	9.3%	22.7%	Fiscal 2030: 50%
			Promotion of employee health	Smoking rate (consolidated companies in Japan)	22.7%	23.0%	22.3%	Fiscal 2030: 17.0% or less
				Rating for presenteeism in the WFun questionnaire (UBE Corporation)	C	C	B	End of fiscal 2030: A
		Ensuring occupational safety and health, process safety, and disaster prevention	Promotion of occupational safety	Safety score (Lost work time injury frequency rate x 500 + No lost work time injury frequency rate x 100)	443	555	346	Safety score: 230
			Promotion of process safety and disaster prevention	Number of facility-related accidents	2	6	2	0
			Promotion of environmental safety	Number of environmental accidents	4	0	1	0
Environment	Conservation and Restoration of the Natural Environment	 Addressing global environmental issues	Reduction of GHG emissions to achieve carbon neutrality	GHG emissions reduction (Scopes 1 & 2)	29% 3,820 kt	26% 3,500 kt	32% 3,200 kt	Fiscal 2030: 50% (2,370 kt) (compared with fiscal 2013 levels) Fiscal 2050: Carbon Neutrality
				Percentage of net sales comprising environmentally friendly products and technologies	46%	47%	46%	Fiscal 2030: 60% or more
			Promotion of a Circular Economy	Reduction in plastic waste sent to landfill	842t	—	44%	Fiscal 2030: 50% or more (compared with fiscal 2022 levels)
				Plastic resources recycling rate	76%	—	77%	Fiscal 2030: 80% or more
				Sales volume of Circular Economy-contributing products	—	1kt	9kt	Fiscal 2030: 50kt or more
			Reduction of chemical substance emissions	Reduction in emissions of 20 key chemical substances (from fiscal 2010 levels)	38%	42%	38%	Fiscal 2030: 70% reduction (from fiscal 2010 levels)
			Reduction of waste generation	Reduction in industrial waste sent to external landfill (from fiscal 2000 levels)	84%	85%	92%	2030: 95% reduction (from fiscal 2000 levels)
Governance	Stakeholder trust	 Upholding integrity and fairness in corporate governance	Enhancement of compliance	Number of serious compliance violations	0	0	0	0
				E-learning completion rate	99%	100%	100%	100%
			Prevention of corruption	Number of serious corruption cases, such as collusion or embezzlement	0	0	0	0
				Bribery cases involving public officials	0	0	0	0
			Promotion of engagement with local communities	Amount invested in social contribution activities	¥190 million	¥180 million	¥230 million	—
			Thorough implementation and enforcement of effective information security measures	Number of information security incidents or accidents affecting external parties	0	0	0	0
				Information security evaluation score using Secure SketCH	770 (59.7)	830 (65.8)	853 (66.0)	End of fiscal 2027: 900 (maintain deviation at 67 or more points) Note: Deviation is based on comparisons with the security evaluation scores of industry peers