UBE Vision 2030

Transformation — 2nd Stage

"Breaking Through with the Chemistry of Hope"

Management Overview Briefing

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Key Messages

Expanding specialty businesses	➢ We have decided to make large investments in the C1 chemicals chain (urethane systems, dimethyl carbonate [DMC] and ethyl methyl carbonate [EMC]). We are focused on ensuring smooth launch and achieving profitability to recover those investments. ➢ For the polyimide chain (polyimide, separation membranes), we are expanding supply capabilities with new facilities and accelerating growth through high-value-added products based on proprietary technologies.
Stabilizing earnings through business portfolio transformation	➢ For the restructuring businesses (basic businesses) such as ammonia, caprolactam, and nylon polymers, production was scaled down or shut down in Thailand in March 2026, and it will be scaled down or shut down in Japan by March 2028. ➢ We will move away from reliance on the restructuring businesses (basic businesses) and shift to a structure that generates stable profits and cash flow.
Improving capital efficiency and strengthening shareholder returns	➢ We will allocate resources from a medium- to long-term perspective, balancing growth investment, shareholder returns, and debt repayment. ➢ While continuing to invest actively in specialty businesses, we will maintain and improve capital efficiency and strengthen shareholder returns as major investments move into the recovery phase. ➢ Under our shareholder return policy, we will raise the dividend on equity (DOE) from 2.5% to 3.5%, targeting 4.0% at the earliest opportunity.

1 Medium-Term Management Plan
“UBE Vision 2030 Transformation — 2nd Stage”

2 Growth Strategy for Two Key Specialty Businesses

3 Stabilizing Earnings and Improving Capital Efficiency

4 Strengthening the Management Foundation to Support Sustainable Growth

1 Medium-Term Management Plan
“UBE Vision 2030 Transformation — 2nd Stage”

UBE Vision 2030 Transformation

UBE Group's Medium-Term Management Plan: "UBE Vision 2030 Transformation — 2nd Stage"

Outlines the Group's Vision for 2030 and the six-year action plan for fiscal years 2025 to 2030 to achieve that vision

Materiality

- Expanding specialty businesses
- Empowering and engaging a diverse workforce
- Ensuring occupational safety and health, process safety, and disaster
- Addressing global environmental issues
- Upholding integrity and fairness in corporate governance

Measures in the medium-term management plan

1. Growth of specialty businesses
- Accelerate growth of existing businesses: Expand production capacity for polyimide, separation membranes, ceramics, separators, etc.
- Launch new businesses and create synergies: Secure early contribution to earnings from urethane systems and U.S. DMC & EMC operations
- Acquire new businesses: Through R&D and M&A (adjacent to existing businesses and with startups)

2. Structural reform of ammonia, caprolactam, and nylon polymers
- Reduce earnings volatility and greenhouse gas (GHG) emissions

3. Public listing of the machinery and cement-related businesses: Targeting the medium-term period as the final stage of their independence

4. Advancing sustainability management
- Develop human resources, address to global environmental issues, and enhance governance and internal controls

5. Capital policy
- Maintain financial discipline, target DOE of 2.5% or more (aiming for progressive dividends)
  …Decision made to raise the DOE level

DX initiatives

Global growth

Vision for 2030

"A specialty chemicals company that contributes to the global environment, human health, and an enriched future society"

Numerical Targets

EBITDA:	**¥100 billion or more**
ROS:	**10% or more**
ROE:	**8% or more**
ROIC:	**6% or more**

UBE Vision 2030 Transformation — 2nd Stage

UBE Group's Business Model

UBE Transform Tomorrow Today

➢ Integrating new talent, businesses, and technologies with our existing strengths, advancing DX, and achieving global growth.

Slogan for Transformation

"Facing the Challenges of an Uncharted Future."

Purpose

"Breaking through with the chemistry of hope."

Society
- Empowering and engaging a diverse workforce
- Ensuring occupational safety and health, process, and disaster prevention

Governance
Upholding integrity and fairness in corporate governance

Growth
Expanding specialty businesses

Environment
Addressing global environmental issues

Expanding globally

Utilizing diverse workforce

Pursuing M&As

Advancing DX

Existing Businesses
- Polyimide
- Separation membranes
- Ceramics
- Separators, etc.

→ **New Businesses**
- Urethane systems
- C1 chemicals in the U.S.

→ **Creating new core competencies**
- New businesses
- R&D
- Creating synergies through talent acquisition via M&A

- Establishing frameworks and systems to embrace a diverse workforce
- Developing a global management system
(capital structure, command and information transfer, human resources strategy, back-office functions)

Materiality

UBE Group's Business Model

Vision for 2030 A specialty Chemicals company that contributes to the global environment, human health, and an enriched future society

Numerical Targets for FY2030

Net sales
¥555.0 billion

Operating profit
¥60.0 billion

Return on equity (ROE)
9%

UBE Vision 2030 Transformation — 2nd Stage

Numerical Targets (1)

UBE Transform Tomorrow Today

➢ Working to grow specialty businesses and transition the machinery business and cement-related business to independent operations, aiming to achieve targets including an EBITDA of ¥100 billion or more

(Billion yen)

	FY2024 Results	FY2025 Results	FY2026	FY2030
Net sales	486.8	462.3	485.0	550.0
EBITDA	45.5	46.4	56.5	115.0
Operating profit	18.0	18.9	23.5	60.0
Ordinary profit	22.4	37.5	37.5	65.0
Extraordinary income (loss)	(33.3)	(6.8)	(4.0)	(5.5)
Restructuring costs	(31.3)	–	–	(5.5)
Profit attributable to owners of parent	(4.8)	23.9	24.5	45.0

FY2030 Target Key Figures

EBITDA
¥100 billion or more

ROS
10% or more

ROE
8% or more

ROIC
6% or more

FY2025 Performance

- Major capital investments ( ) indicates capacity expansion
  - Polyimide: Film manufacturing facilities commenced commercial operations in Apr. 2026 (+20%)
  - Separation membranes: Manufacturing facilities for hollow fiber membranes and separation membrane modules commenced commercial operations in Nov. 2025 (+80%)
  - Ceramics: New facilities are scheduled to commence commercial operations promptly after obtaining customer certification (+50%)
  - C1 chemicals: U.S. plant under construction for 100,000 metric tons of DMC and 40,000 metric tons of EMC
- Major investment and financing
  - Acquisition of urethane systems business in Apr. 2025
  - Investment in Immaterial Ltd. (U.K.) (CO_2 capture technology) in Dec. 2025.
  - Investment in CheomdanLab. Inc. (South Korea) (ceramics technology) in Feb. 2026.

UBE Vision 2030 Transformation — 2nd Stage
Numerical Targets (2)

UBE Transform Tomorrow Today

➢ Maintain financial soundness while pursuing growth as a specialty chemicals company

(Billion yen)

	FY2024 Results*	FY2025 Results	FY2026	FY2030
Gross assets	866.2	946.3	1,020.0	950.0
Shareholders' equity	395.1	437.2	450.0	515.0
Interest-bearing liabilities	330.5	358.2	415.0	300.0
D/E ratio (times)	0.84	0.82	0.92	0.58
				(%)
EBITDA margin	9.3	10.0	11.6	20.9
Return on sales (ROS)	3.7	4.1	4.8	11.0
Return on equity (ROE)	(1.2)	5.7	5.5	9.0
Return on invested capital (ROIC)	3.0	3.8	4.0	7.0

FY2030 Target Key Figures

EBITDA
¥100 billion or more

ROS
10% or more

ROE
8% or more

ROIC
6% or more

* In FY2025, the provisional accounting treatment related to the business combination of a material-recycled plastic manufacturer was finalized. FY2024 figures reflect the finalized accounting treatment.

FY2025 Performance

- Business restructuring and portfolio transformation
  - Brought forward the scale-down and shutdown of caprolactam and nylon polymer production in Thailand (March)
  - The machinery business (UBE Machinery Corporation) and the cement-related business (Mitsubishi UBE Cement Corporation) began preparing for listing on the Tokyo Stock Exchange.
- Financing
  - Established a US$400 million loan facility from a syndicate led by the Japan Bank for International Cooperation.
- Strengthening the business foundation (corporate governance)
  - Decided to establish a European regional headquarters (reorganization of European subsidiaries)
  - Formulated key performance indicators (KPIs) and targets related to nature positivity.
    - ✓ Reduction of chemical emissions: Reduction rate of emissions of 20 priority chemical substances: 70% by FY2030, compared to FY2010 levels
    - ✓ Reduction of waste emissions: Reduction rate of industrial waste sent to external landfill: 95% by FY2030, compared to FY2000 levels

UBE Vision 2030 Transformation — 2nd Stage

Numerical Targets by Segment

(Billion yen)

	FY2024 (Results)*1, 2		FY2025 (Results)*3		FY2026		FY2030	
	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit	Net sales	Operating profit
Specialty products	66.2	11.7	71.0	9.9	89.0	15.0	112.5	30.0
High performance urethane	15.6	(0.2)	46.5	(0.5)	68.0	1.0	80.0	6.5
Pharmaceutical	31.5	1.2	21.0	(1.3)	21.0	0.5	34.0	4.5
Polymers & chemicals	273.6	(0.7)	248.8	8.0	239.0	5.0	265.0	21.5
Machinery	86.9	7.9	68.4	6.2	70.0	4.5	–	–
Others	39.2	2.1	34.5	1.9	36.0	1.5	84.0	5.5
Adjustment	(26.1)	(3.8)	(27.9)	(5.3)	(38.0)	(4.0)	(25.5)	(8.0)
Total	486.8	18.0	462.3	18.9	485.0	23.5	550.0	60.0

*1 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.

*2 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.

*3 Starting from FY2026, UBE America Inc. has been reclassified from the “Polymers & Chemicals” segment to the “Specialty Products” segment. The results for the FY 2025 are reference figures reflecting the segment reclassification.

1

UBE Vision 2030 Transformation — 2nd Stage

Growth Investments in Specialty Businesses

UBE Transform Tomorrow Today

➢ Ensuring the steady start-up and operation of new facilities for polyimide, separation membranes, ceramics, and C1 chemicals, while ensuring the successful integration of the urethane systems. Expanding global profitability through the creation of these synergies.
Continuing active investment in specialty businesses under the current Medium-Term Management Plan.

(FY)

Major growth investments*			Strategy	2024	2025	2026	2027	2028	2029	2030
Polyimide	• Raw material manufacturing facilities	Up 60%	• Launching newly developed products • Maximizing capital investment effects		▼ Operation started					
	• Film manufacturing facilities	Up 20%				▼ Operation started				
	• Varnishes manufacturing facilities	Up 20%					▼ Construction start (planned)			
Separation membranes	• Manufacturing facilities for polyimide hollow fiber membranes and for separation membrane modules	Up 80%	• Expanding business in environmental and energy fields • Improving/developing new modules and developing new membranes		▼ Operation started					
	• Manufacturing facilities for polyimide hollow fiber membranes and for separation membrane modules	Expansion						▼ Construction start (planned)		
Ceramics	• Ceramics manufacturing facilities	Up 50%	• Expanding business through increased sales of bearings and substrates • Developing lower-cost grades			▼ Operation start (planned)				
	• Ceramics manufacturing facilities	Expansion						▼ Construction start (planned)		
Phenolic resin	• Phenolic resin manufacturing facilities	Up 20%	• Contributing to semiconductor market growth through high-performance, high-quality products		▼ Operation started					
	• Phenolic resin manufacturing facilities	Expansion								▼ Construction start (planned)
Separators	• Separator manufacturing facilities	Up 30%	• Winning HEV projects to grow share • Expanding into non-automotive applications			▼ Operation start (planned)				
	• Separator manufacturing facilities	Up 25% + 25%				▼ Phase 1 construction start (planned)			▼ Phase 2 construction start (planned)	
Urethane systems	• Acquisition of urethane systems business	Acquisition of new businesses	• Providing advanced and diverse solutions • Creating synergies with C1 chemicals and high-performance coatings		▼ Business acquired					
High-performance coatings	• Polycarbonate diol (PCD) manufacturing facilities in the U.S.	New installation	• Exploring new markets • Generating synergies with the urethane systems business				▼ Construction start (planned)			
C1 chemicals	• Construction of the U.S. DMC and EMC plant	DMC: 100,000 metric tons EMC: 40,000 metric tons	• Ensuring stable supply as the only manufacturing site in the U.S.					▼ Operation start (planned)		
M&As, etc.										

* Blue text indicates investment projects under the current medium-term management plan.

2 Growth Strategy for Two Key Specialty Businesses

I. C1 Chemicals Chain

II. Polyimide Chain

UBE Vision 2030 Transformation

Growth Strategy for Specialty Businesses
C1 Chemicals Chain (1) Urethane Systems Strategy

Transform Tomorrow Today

➢ Leveraging rich expertise and strong solutions capabilities to create a medium- to long-term growth driver for the UBE Group

FY2026 Market Environment and Earnings Outlook

1) Market environment
- Stable medium- to long-term growth centered on the U.S. market (defense, semiconductors, industrial applications).
- U.S. and Asian markets are recovering after the 2H FY2025 downturn.
- Demand for environmentally friendly products is growing, especially in Europe, where regulations are tightening.

2) Earnings outlook
- Earnings power is solid, centered on the U.S. market and advanced industries.
- Recovery in business performance confirmed from Q4 FY2025 onward.
- Business profitability remains at the level assumed at the time of acquisition.

Post-Merger Integration (PMI) Progress and Outlook

1) PMI progress
- This is a carve-out acquisition, with transition services agreement (TSA) currently being provided by the seller.
- Progress on building a self-sustaining structure for TSA exit (March 2027) is on track.
- Leveraging existing regional management functions in Europe and Asia, while establishing new management functions in North America, to advance PMI as a unified global operation.

2) PMI costs
- PMI costs are a temporary drag on earnings through FY2026.
- After PMI is complete, the business's underlying earnings power will be fully reflected in our results.

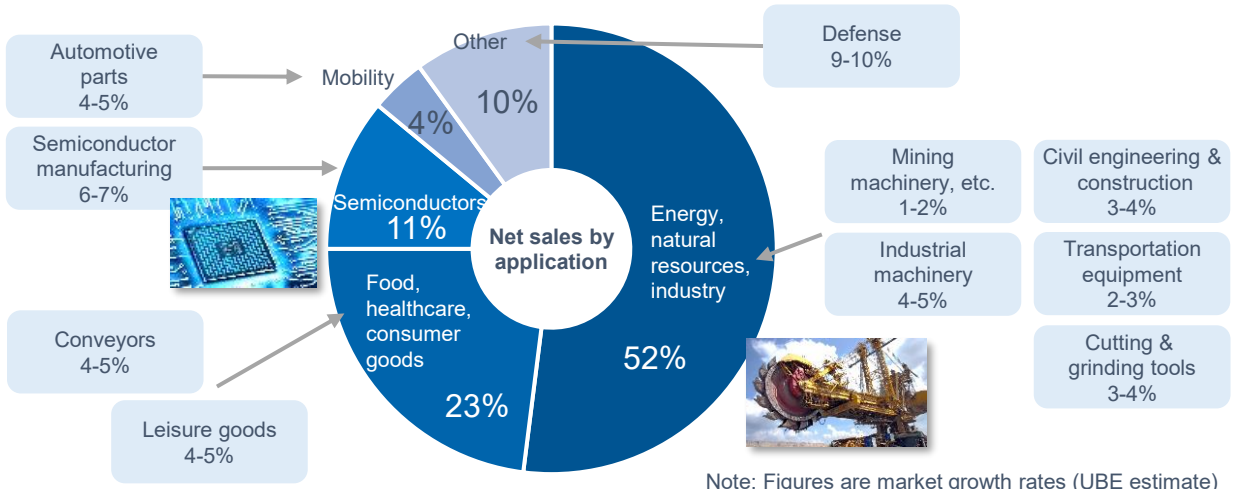
The urethane systems business offers **materials** such as prepolymers for high-performance urethane resins and **solutions** backed by deep expertise and a strong track record.

Urethane systems business model

Raw material → Formulation (UBE) → Molding (customer)

Sources of added value

Materials	Rich expertise and proven track record	Services	Global footprint
Customized to deliver the required resin performance	Raw material	Design and prototyping support	5 manufacturing sites
	Polyurethane	Material property evaluation	
	R&D capability	Improvement proposals	3 technical centers



Note: Figures are market growth rates (UBE estimate)

Growth Strategy for Specialty Businesses
C1 Chemicals Chain (1) Urethane Systems Earnings Contribution

➢ Steadily advancing PMI while capturing growth opportunities and creating synergies to deliver early profit contribution

Medium- to Long-Term Business Strategy

1) Growth drivers
- Expanding integrated urethane solutions (combining materials and technical services) in growth areas requiring high reliability (semiconductors, defense, industrial applications).
- Growing demand for environmentally friendly products.

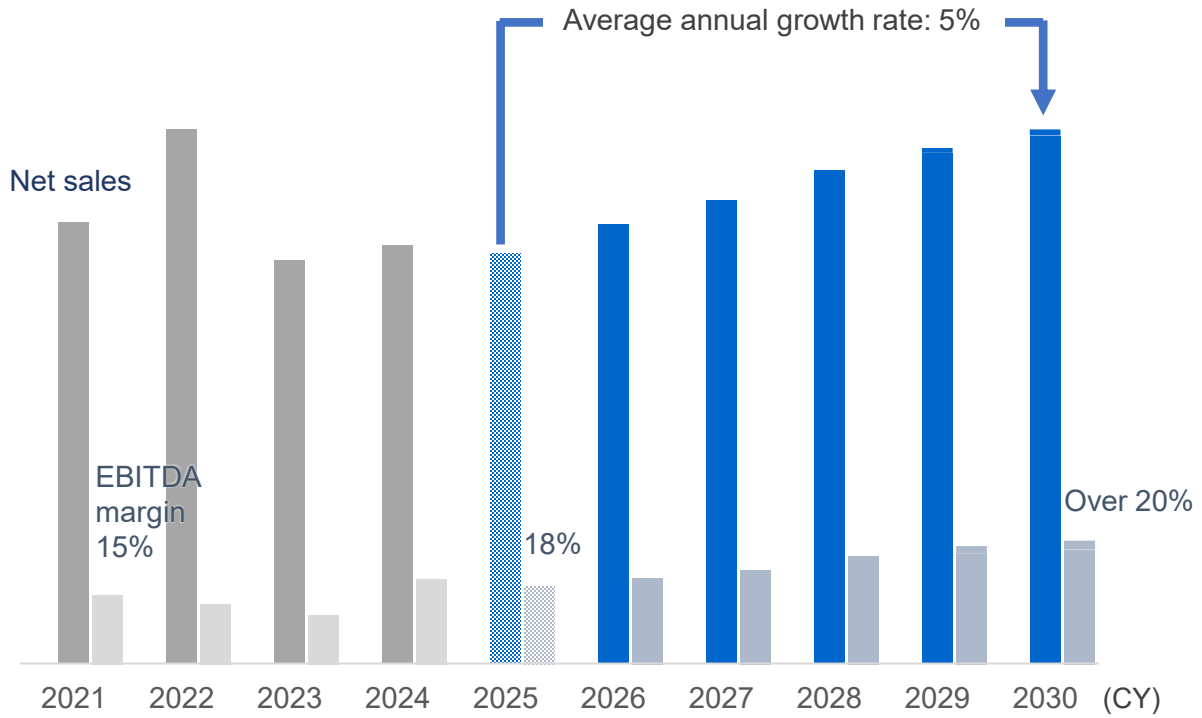
2) Synergies with C1 chemicals and high-performance coatings
- In addition to the U.S. DMC & EMC plant under construction, build a new U.S. PCD plant to vertically integrate the high-performance urethane business and pursue further specialization and growth.
- Jointly develop high-value-added urethane products combining high-performance urethane raw materials with design and technical services.

Approach to Business Performance during the Medium-Term Management Plan Period

1) Sales growth
- Expect stable growth of around 5% per year, driven by growth in advanced industries and the capture of development projects.
- Further expand earnings by creating synergies with high-performance coatings.

2) Profitability (EBITDA)
- Aim for an EBITDA margin of over 20%, supported by our high share of high-value-added products.

Urethane systems' net sales and EBITDA



The business plan is progressing steadily. Despite negative factors such as PMI costs, the strong underlying EBITDA (earnings power) will contribute to the UBE Group's medium- to long-term growth.

Note: EBITDA excludes one-off costs such as PMI costs (advisory fees).

Growth Strategy for Specialty Businesses
C1 Chemicals Chain (2) U.S. DMC & EMC Plant: Construction and Sales Plan

➢ Capturing surging demand for lithium-ion batteries in energy storage systems to achieve the business plan

Outlook for the DMC & EMC Business in the U.S.

In the U.S., efforts to strengthen domestic supply chains are driving a preference for U.S.-made materials and accelerating procurement from non-Chinese sources.

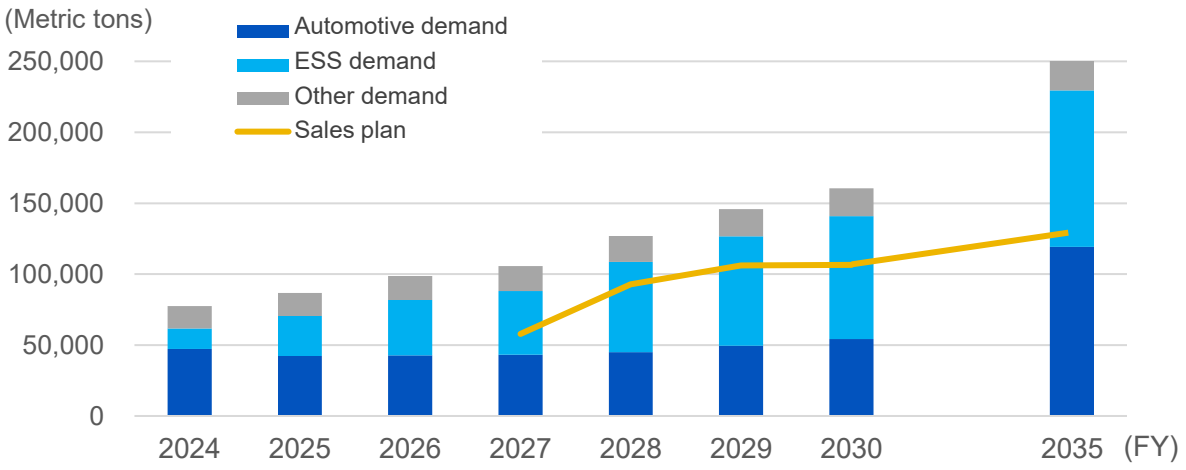
1) Sales centered on demand for lithium-ion batteries for energy storage systems (ESS)

- Power demand for data centers is surging due to the growth of AI and other technologies, driving increased ESS demand for backup power applications.
- ESS demand is also growing for power stabilization in renewable energy applications such as solar and wind. Renewable energy demand is also on a rising trend, reflecting the situation in the Middle East.

2) Demand outlook for automotive (xEV) and semiconductor application

- Automotive: Demand remains weak but is showing modest signs of recovery amid the Middle East situation.
- Semiconductor: Solid growth driven by rising demand from AI and other high-tech industries.

DMC & EMC demand outlook in the U.S. and sales volume at the U.S. site



DMC & EMC plant under construction (as of May 2026)

Growth Strategy for Specialty Businesses
Polyimide Chain (1) Polyimide

➢ Pursuing sustained business expansion through sales growth from new facilities and the development of new products

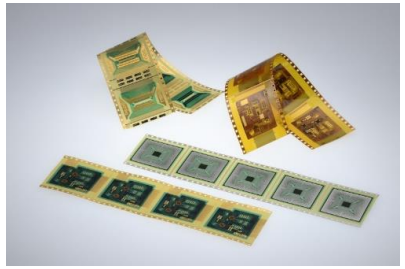
FY2026 Business Environment and Strategy

1) Film products
   - Chip-on-film (COF) demand is recovering on rising panel prices and larger sizes.
   - Expand sales of flexible printed circuits (FPC) films through the operation of new facilities.
   - Launch sales of new low-dielectric films.
2) Varnishes for flexible OLEDs
   - Maintain competitive advantage based on our global No. 1 market share.
   - Growing high-end demand from foldable smartphones and similar devices.

Medium- to Long-Term Strategy

1) Strengthening our de facto standard position in next-generation displays
   - Continuously develop next-generation varnishes through collaboration with panel makers.
   - Growing demand due to OLED adoption in PCs, tablets, automotive, etc.
2) Improving profitability with proprietary BPDA-based high-performance films
   - Develop films that meet market requirements, such as double-sided COF and 9 μm-thick FPC.
3) Expanding new business centered on water-based polyimide varnishes (organic-solvent-free)
   - Accelerate application development using the strengths of low-temperature curing and reduced environmental impact.
   - Expand into non-display areas such as Si-based anode binders, carbon nanotube (CNT) dispersions, etc.

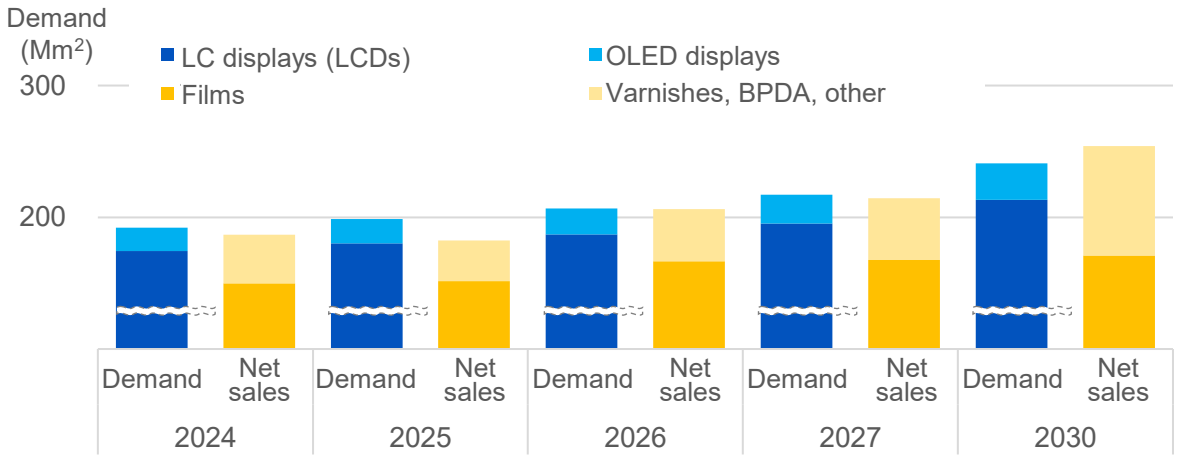
- Polyimide is a high-strength and heat-resistant plastic. UBE is the world's only manufacturer with integrated production from raw materials to films, varnishes, and powders.
- UBE holds a high market share in LCD and flexible OLED applications (smartphones, etc.).



COF films

Varnishes for flexible OLEDs

Display market (screen area) growth outlook and polyimide business net sales



Growth Strategy for Specialty Businesses
Polyimide Chain (2)　Separation Membranes

➢ Maximizing the impact of new facilities while developing future growth drivers

FY2026 Business Environment and Strategy

1) Demand for biofuel applications, including biomethane, is expected to return to stable growth globally after a temporary adjustment phase in Europe and the U.S.
   - Strengthen our structure, expand services, and deepen customer collaboration to address Eastern Europe, Asia, and South America, the next growth markets after Europe and the U.S.

2) Growing importance of energy-saving membrane separation technologies that advance the energy value chain
   - Strengthen deployment in energy production, reforming, storage, and transport — including dehydration membranes for bio-alcohol purification, nitrogen membranes for explosion prevention and quality preservation, and hydrogen membranes for hydrogen recovery and gas concentration adjustment.

Medium- to Long-Term Strategy

1) Developing and deploying long-life products with high durability that contribute to waste reduction
   - Long-life dehydration membranes for bio-alcohols
   - Nitrogen membranes for aircraft fuel explosion prevention
   - New membranes that achieve energy savings

2) Sustaining growth of separation technologies for H_2, CO_2, CO, CH_4, alcohols, and others as core technologies supporting a carbon-neutral society.
   - Apply to processes such as recovery and purification of biomass-derived gases, methanation, and production of renewable hydrocarbons such as sustainable aviation fuel (SAF) and bio-naphtha.

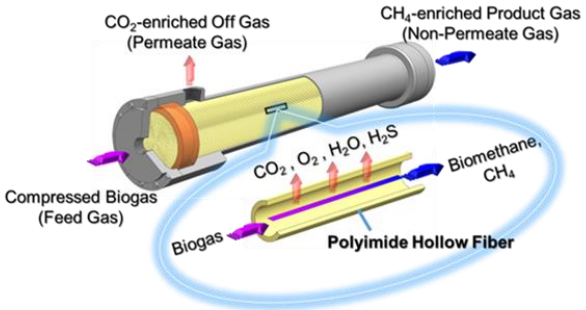
Separation membranes are module products that separate specific gases from gas mixtures. UBE delivers excellent durability, gas permeation, and separation performance through proprietary polyimide technology.

Hydrogen separation
Recovers hydrogen from gas mixtures for use in fuel production, etc.

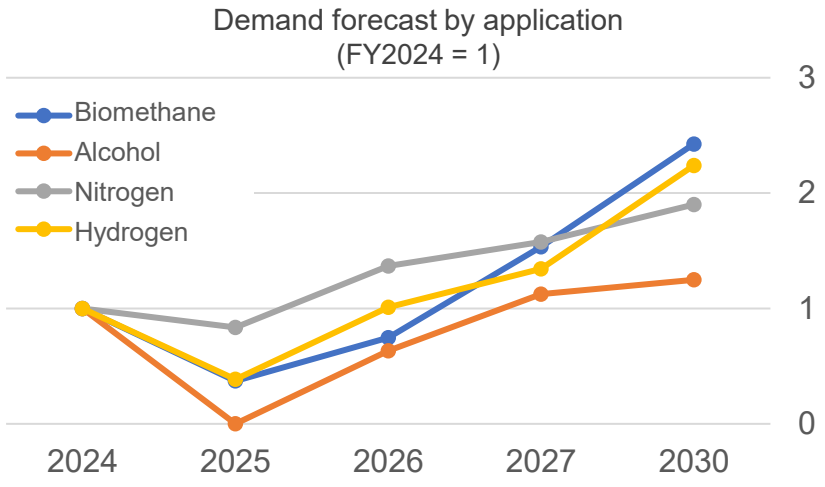
Nitrogen separation
Recovers nitrogen from air for explosion prevention and quality preservation

CO_2 separation (decarbonization)
Removes CO_2 from biogas to produce biomethane for use as a natural gas substitute

Alcohol separation
Remove water from organic vapors of bioalcohol and other liquids for purification.

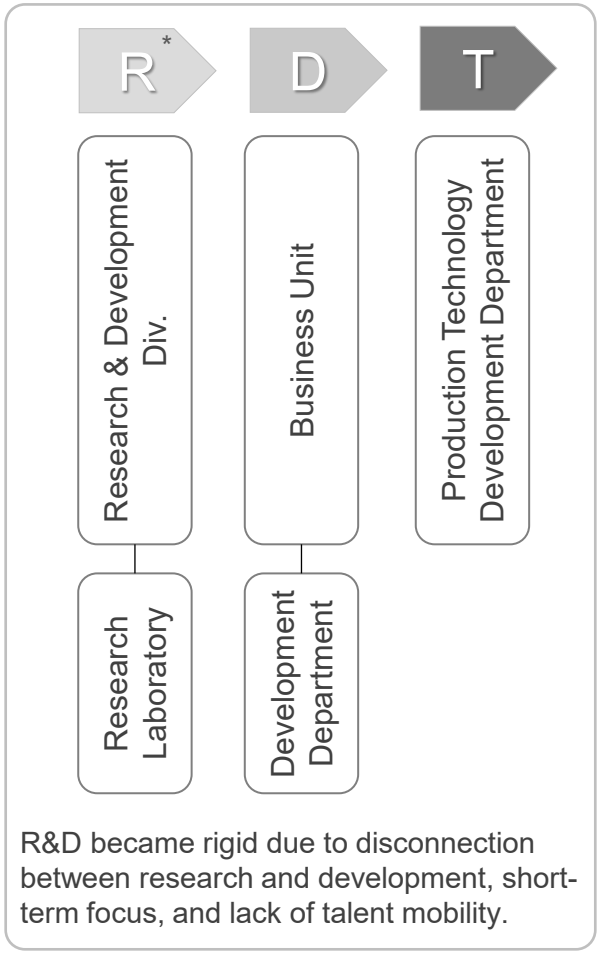


Example of a decarbonization membrane for biomethane production

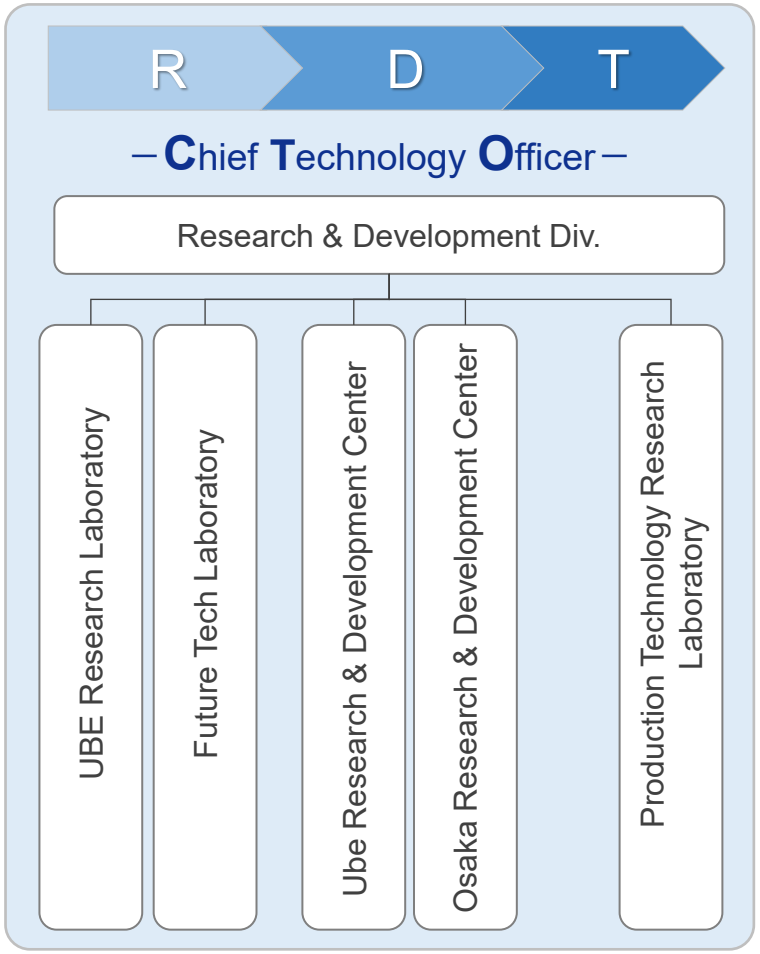


Growth Strategy for Specialty Businesses
R&D Structure Led by the CTO

- To accelerate our growth as a specialty chemicals company, we are consolidating our dispersed R&D departments into a single, cross-company structure led by the CTO.
- Beyond addressing short-term, individual business needs, we will build core competencies with a medium- to long-term view, driving growth across our entire technology division by linking research, development, scale-up, and manufacturing.



R&D became rigid due to disconnection between research and development, short-term focus, and lack of talent mobility.



■ Shorter time-to-commercialization

- Faster transition of research results into the product development phase.
- Early resolution of scale-up issues through closer coordination among research, development, and production technology.
- Advancing themes while considering mass production, quality, and cost from the early stages of development.

■ Sustaining and deepening medium- to long-term themes in existing businesses that support business growth

- Balancing short-term issue response with medium- to long-term themes.
- Continued investment in future themes that individual business units cannot sustain alone.
- Concentration of resources on priority themes aligned with the company-wide technology strategy.

■ Improving development efficiency through more flexible use of human resources

- Flexible staffing based on project priorities.
- Promoting knowledge sharing across research, development, and production technology.
- Strengthening development capability through cross-business use of specialist talent.

* Research, development, and technology

3 Stabilizing Earnings and Improving Capital Efficiency

UBE Vision 2030 Transformation

Stabilizing Earnings and Improving Capital Efficiency

Stabilizing Earnings through Business Portfolio Transformation

UBE Transform Tomorrow Today

➢ Driving the shift from market-dependent restructuring businesses (basic businesses) to specialty businesses with higher and more stable profitability

Restructuring Business

Characteristics

- ✓ Strongly dependent on market conditions (supply/demand and raw material prices)
- ✓ Heavily affected by price competition and oversupply

Key Businesses

- Ammonia
- Caprolactam
- Nylon polymers

Portfolio transformation

Specialty Business

Characteristics

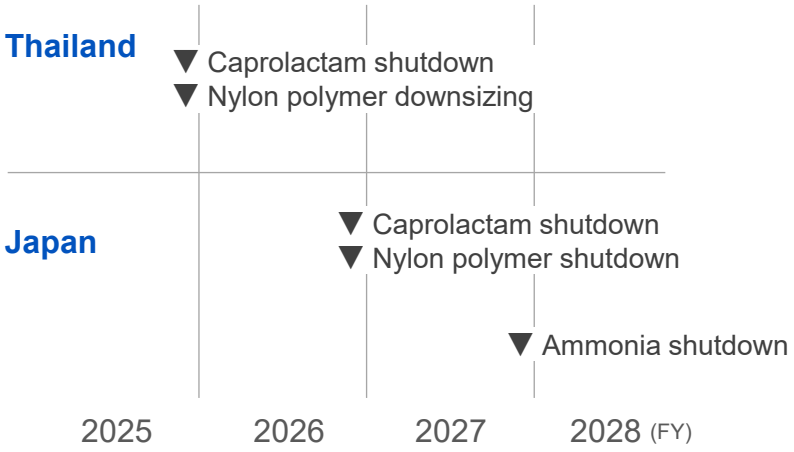
- ✓ Added value by leveraging our strengths
- ✓ High-profitability, stable earnings structure

Key Businesses

- C1 chemicals
- Urethane systems
- Polyimide
- Separation membranes
- Ceramics
- Separators

Downsizing/Discontinuing from Ammonia, Caprolactam, and Nylon Polymer Production

Schedule

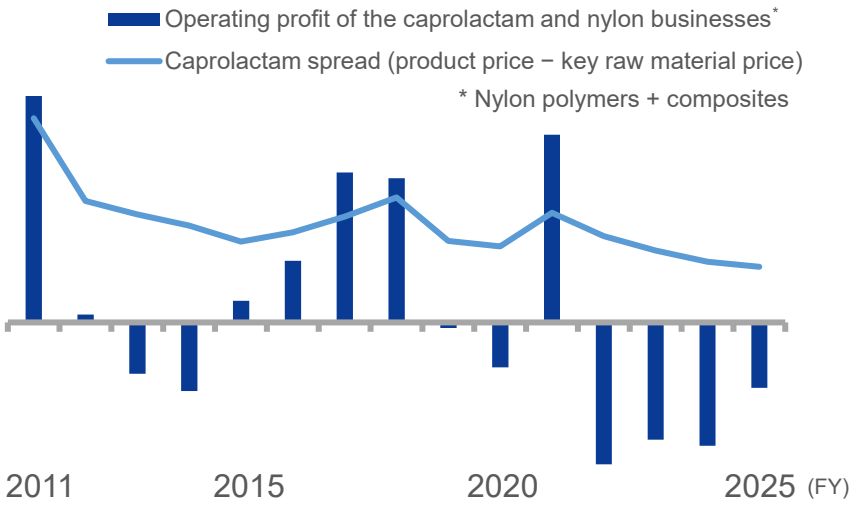


Effects

Eliminating losses in the caprolactam and nylon polymer businesses

Curbing earnings volatility from market conditions

Business environment trends



Note: Operating profit for past years is a reference value, as segment classification and other factors differ from the current basis.

Stabilizing Earnings and Improving Capital Efficiency
From the Major Investment Phase to the Harvest Phase

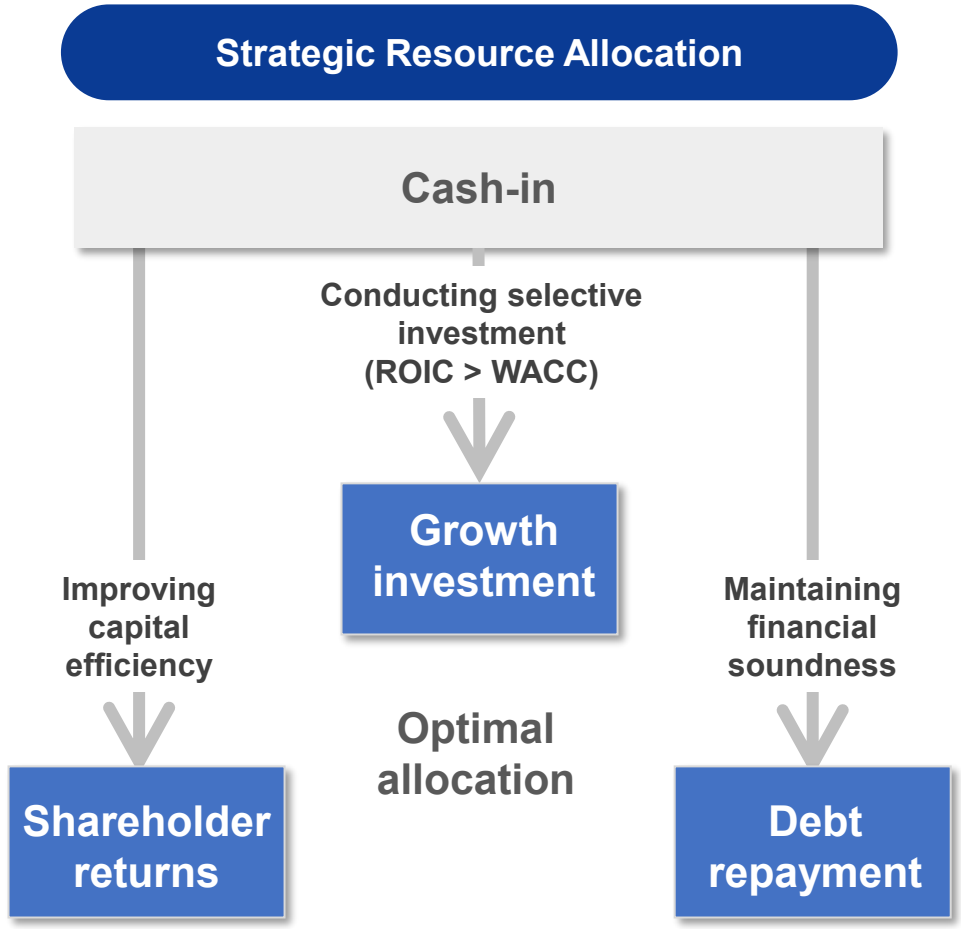
UBE Transform Tomorrow Today

➢ Accelerating returns on major investments while achieving both stable earnings and improved capital efficiency

Using ROIC to <u>strictly select investments that exceed the cost of capital</u>

Major M&A	Focused Capital Expenditure
Acquisition of urethane systems	C1 chemicals: New construction of the U.S. DMC and EMC plant Polyimide: Expansion of film manufacturing facilities Separation membranes: Expansion of manufacturing facilities for hollow fibers and modules Ceramics: Expansion of manufacturing facilities Separators: Expansion of manufacturing facilities
Create synergies and maximize earnings power through post-merger integration (PMI)	Build facilities as planned, raise utilization rates by growing sales, and contribute to earnings

Disciplined capital allocation, grounded in our cash-generation capability



Stabilizing Earnings and Improving Capital Efficiency
Cash Allocation

UBE Transform Tomorrow Today

➢ Executing strategic resource allocation that balances growth investment, shareholder returns, and debt repayment from a medium- to long-term perspective

Cash Allocation

Cash-in

Operating cash flow*1
(¥430.0 billion) *2 ¥460.0 billion

Cash generation through ROIC improvement

Sale of assets, etc.
(¥145.0 billion) ¥175.0 billion

Cash on hand FY2024 end
(－) ¥115.4 billion

Medium-Term Management Plan (6 years)

Total available for distribution
Approx. ¥750.0 billion

Includes IPO proceeds from the machinery business and cement-related business.
To be allocated to growth investment, shareholder returns, and repayment of interest-bearing debt.

Cash-out

Capital investment
(¥275.0 billion) ¥325.0 billion

Other investment and financing
(¥185.0 billion) ¥135.0 billion

R&D expenditure
(¥85.0 billion) ¥85.0 billion

Shareholder returns
(¥70.0 billion) ¥100.0 billion

Debt repayment
(¥35.0 billion) ¥65.0 billion

Cash on hand FY2030 end
(¥40.0 billion) ¥40.0 billion

Practicing ROIC-Based Management

Improving asset efficiency (compressing total assets) to
generate cash

Key initiatives

- Optimizing working capital, including inventories and accounts receivable
- Reducing idle assets, underutilized assets, and cross-shareholdings
- Improving asset turnover

Maintaining Financial Soundness

- **Manage financial leverage appropriately**
- **Keep the D/E ratio at around 0.6, capped at 1.0**

*1 Operating cash flow before R&D investment
*2 The figures in parentheses are the initial targets in the medium-term management plan.

Stabilizing Earnings and Improving Capital Efficiency
Shareholder Returns

- Maintaining stable dividends as a basic policy, raising the dividend on equity (DOE) to 3.5% or higher from FY2026. Based on the progress of the medium-term management plan, aiming to raise it further to 4.0%.
- Considering share buybacks funded in part by IPO proceeds from the machinery business and cement-related business.

Current medium-term management plan

Dividend on equity: 2.5% or above

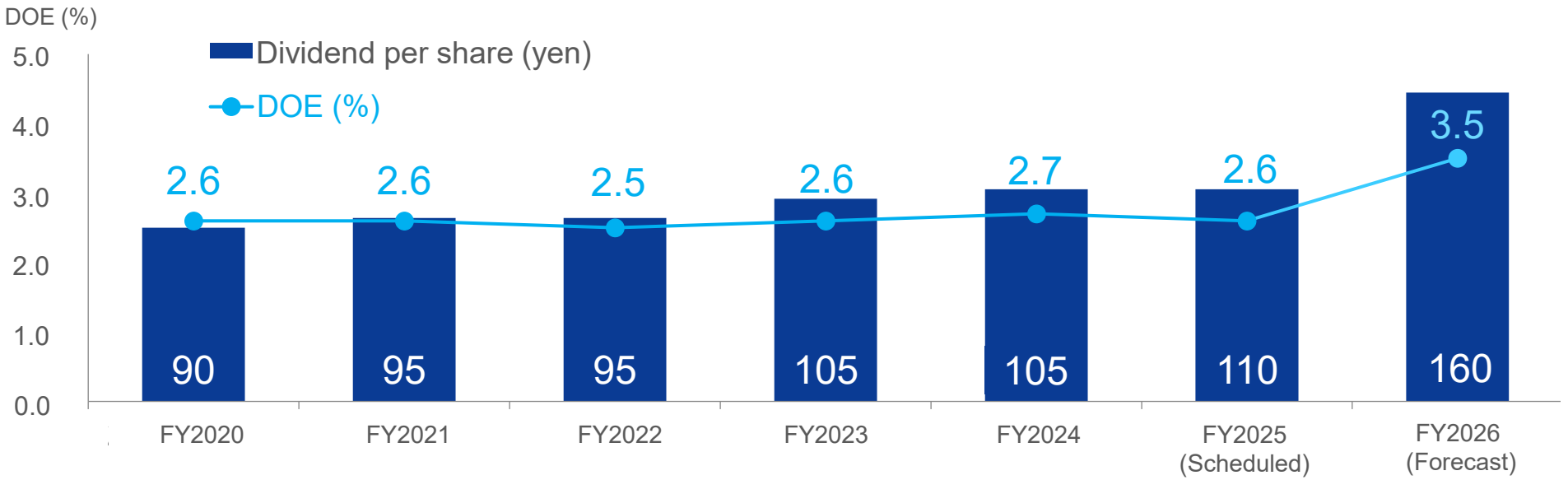
(Aiming for progressive dividends)

FY2026 and beyond

- Dividend on equity: **3.5%** or above

(Aiming for progressive dividends)

- Aim to raise to **4.0%** at an early stage

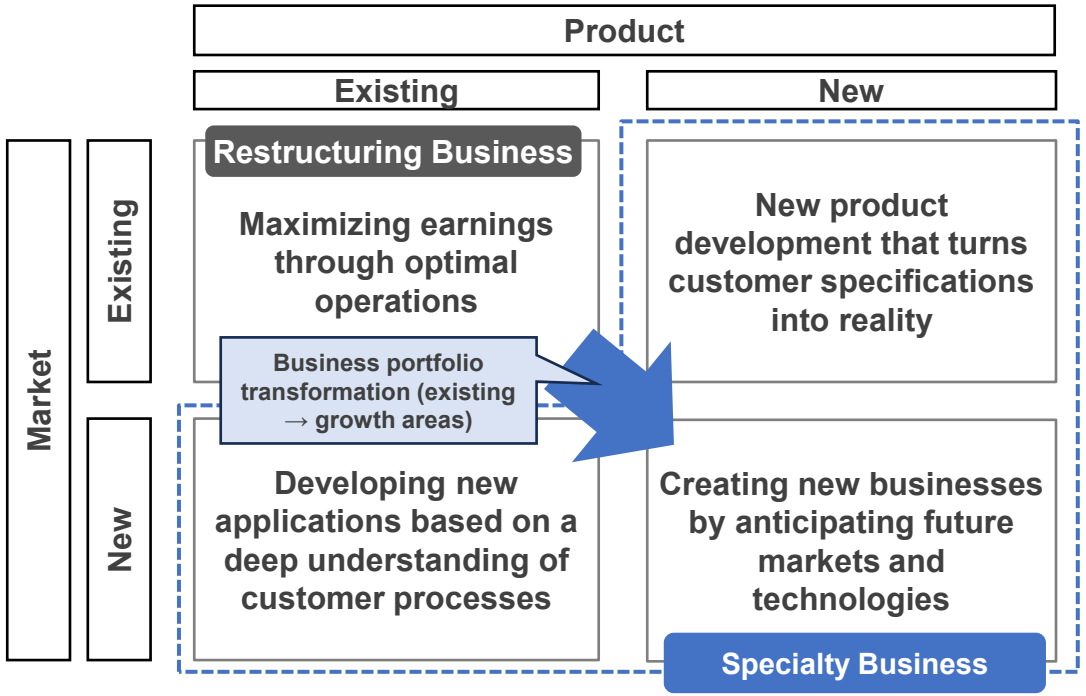


4 Strengthening the Management Foundation to Support Sustainable Growth

UBE Vision 2030 Transformation

Strengthening the Management Foundation to Support Sustainable Growth
Human Capital Strategy: Maximizing the Capabilities of Our People

The Specialty Talent UBE Aims to Develop



Talented people who autonomously create and expand value areas

- **Proactively break through the challenges** in creating new businesses and transforming existing businesses
- Proactively engage with customers, markets, and operating sites to identify challenges and **continually convert them into value opportunities**

Talent Strategy Framework for Developing Specialty Talent

The new HR system drives transformation, integrating talent visualization, development, and deployment

New HR system that fosters a mindset of taking on difficult challenges

- Consolidating job grades / removing seniority-based system
- Rewarding initiative; timely evaluation based on demonstrated capability
- Establishing a specialist career track
- Driving the shift of talent assets through growth-oriented targets

Creating growth opportunities that encourage autonomous transformation

- Defining skills and experience through a talent model
- Career ownership & internal job posting
- Career visualization and autonomy support
- Planned talent rotation through reskilling

Strategic talent development that fosters distinctive talent

- Selective placement / stretch assignments
- Development programs by talent model and skill
- Use of AI agents
- Talent pool of next-generation leader candidates

Talent management system (talent visualization)

Strengthening the Management Foundation to Support Sustainable Growth

DX-Driven Achievements and Value Creation

UBE Transform Tomorrow Today

➢ Transforming the business leveraging company-wide DX, advancing the medium-term management plan, and accelerating the shift toward becoming a specialty chemicals company

10 DX Themes				
1. Smart Factory	2. Digital Marketing	3. Velocity R&D	4. Digital Management	5. Digital SCM
6. Digital ESG	7. Digital Back Office	8. Digital HR	9. Branding	10. Data Analytics & AI

Smart Factory Digital SCM — More efficient and advanced operations

Reducing workload and improving decision-making

- Delivering 41,000 hours of efficiency gains per year
- Better decision-making based on operational data and facility/technology information (facts)
- Ongoing improvement of our in-house developed generative **AI** safety support system (“Anzen Bot-kun”)

Digital Marketing Velocity R&D — Shift to R&D and sales styles that co-create customer value

Evolving toward proactive, proposal-driven behavior

- Enhancing proposals by combining over 7,000 technical reports × sales information × **AI** (generation / needs-seeds matching) to anticipate customer issues and market opportunities
- Improving proposal accuracy and speed

Digital Management Digital ESG — Achieve data-driven management

Building a management foundation that boosts the quality and speed of decision-making

- Visualizing management and business KPIs and verifying initiatives
- Better decision-making through use of **AI**
- Integrating ESG and non-financial data and meeting disclosure requirements
- Achieving shift to decision-making backed by data and facts

Digital HR — DX talent development

Building a talent base for business transformation

- Systematically developing people who lead, deploy, and implement transformation, based on the DX talent profile
- Expanding the base of implementation-level talent, starting from leaders
- Strengthening thinking and proposal skills with generative **AI** coaches

Branding — Branding

Driving changes in mindset and behavior by ensuring penetration of our Purpose

- Building a path from mindset change to behavioral change
- Holding UBE Transformation Day*
- President's messages and roundtable discussions with the President

* An event for ensuring penetration of our Purpose company-wide and sharing the mindset and behaviors of taking on challenges

Data analytics & AI — Utilization of AI

Establishing a shared foundation that runs across the entire company

- Developing an in-house data-sharing platform that spans DX areas
- Using **AI** for analysis and insight generation, elevating data use into a strategic asset

Direction for generative AI use

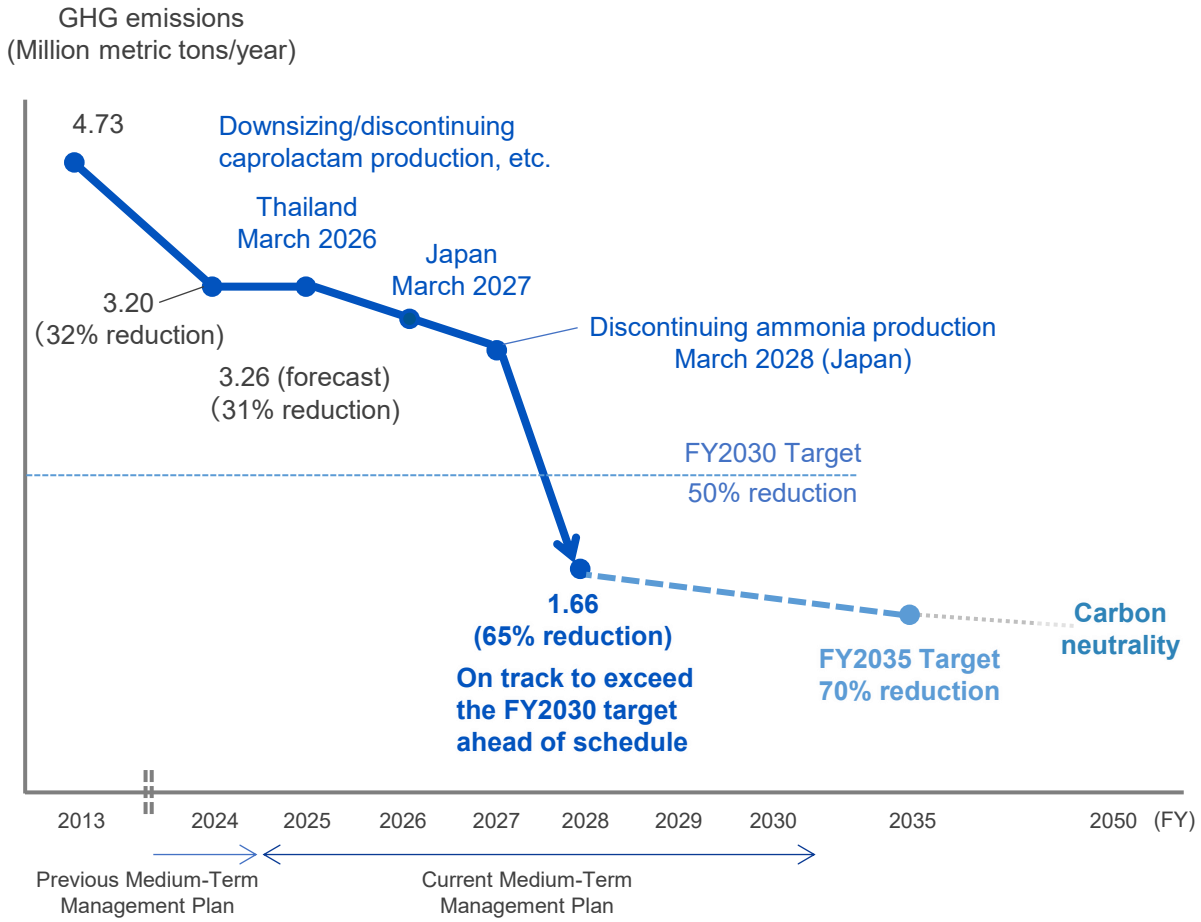
- Select generative AIs that enhance work such as R&D and intellectual property activities
- Develop usage guidelines, a safe environment, talent, and data infrastructure in-house
- Accelerate business transformation through development capabilities that internalize and strategically leverage multiple generative AI technologies

Strengthening the Management Foundation to Support Sustainable Growth
Addressing Global Environmental Issues

➢ GHG emission reduction targets are on track thanks to business restructuring decisions. We are balancing growth and environmental contribution through circular economy initiatives.

GHG Emission Reduction Target: 50% Reduction (Scopes 1 & 2) Compared to FY2013

Steady progress expected on GHG emission reduction toward carbon neutrality



Circular Economy Initiatives

KPIs set for circular economy initiatives

Reduction rate of landfilled plastic waste (compared to FY2022)	Plastic waste recycling rate	Sales volume of circular economy-contributing products
FY2030 Target 50% or more	FY2030 Target 80% or more	FY2030 Target 50,000 metric tons or more
FY2024: 47%*	FY2024: 77%*	FY2025: 22,000 metric tons

* FY2025 results are being compiled

Examples of UBE Group products that contribute to the circular economy

Recycling composite nylon

Reduces resource disposal by reusing waste materials

ISCC PLUS certified polybutadiene* using the ISCC mass balance approach

Uses biomass and recycled raw materials to lower environmental impact across a wide range of applications

* Elastomers (synthetic rubber)

Biomass composite Torrecot™ (developed by UBE)

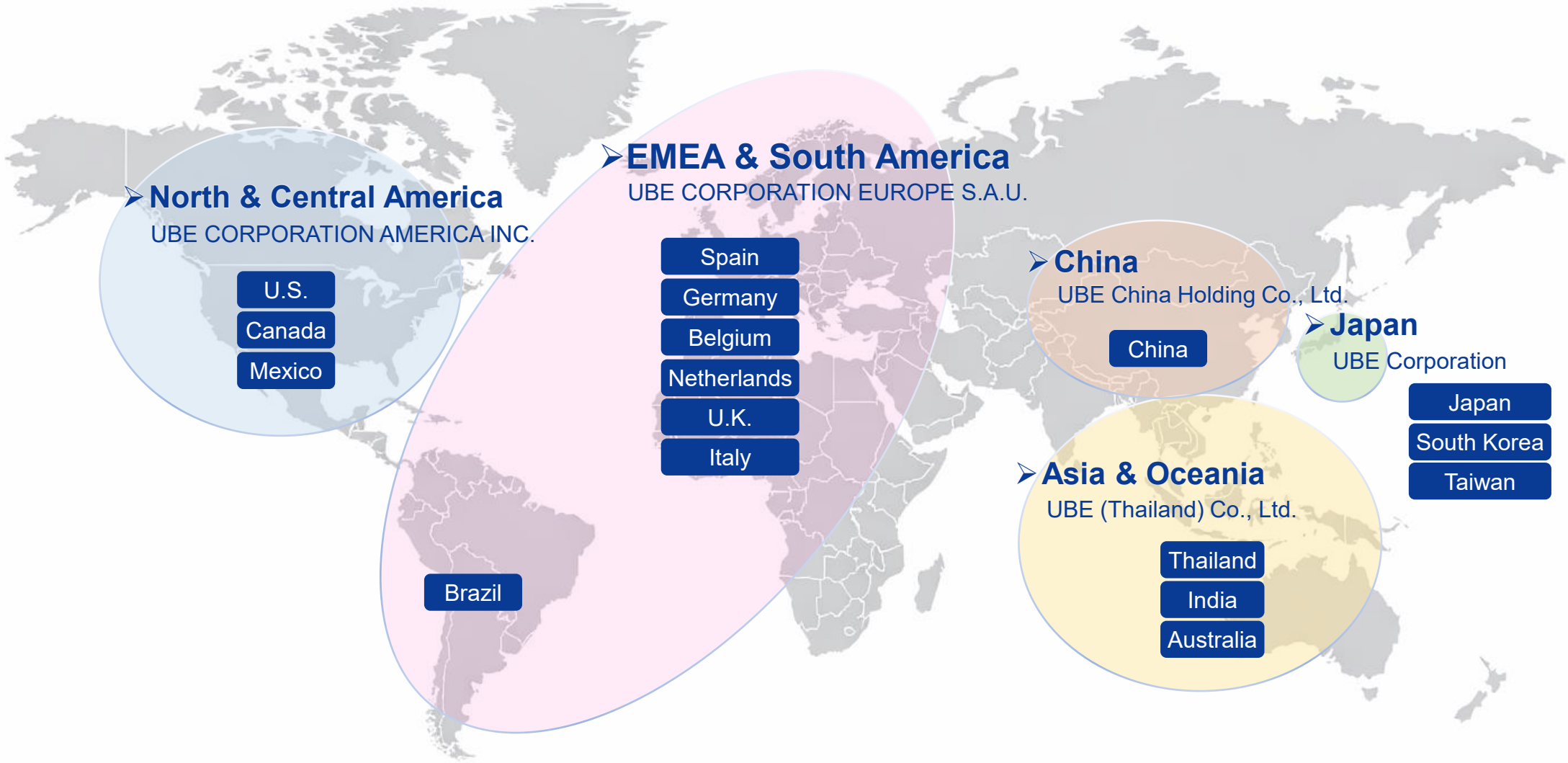
Drives decarbonization with plant-derived materials

Strengthening the Management Foundation to Support Sustainable Growth

Building a Global Management Structure

UBE Transform Tomorrow Today

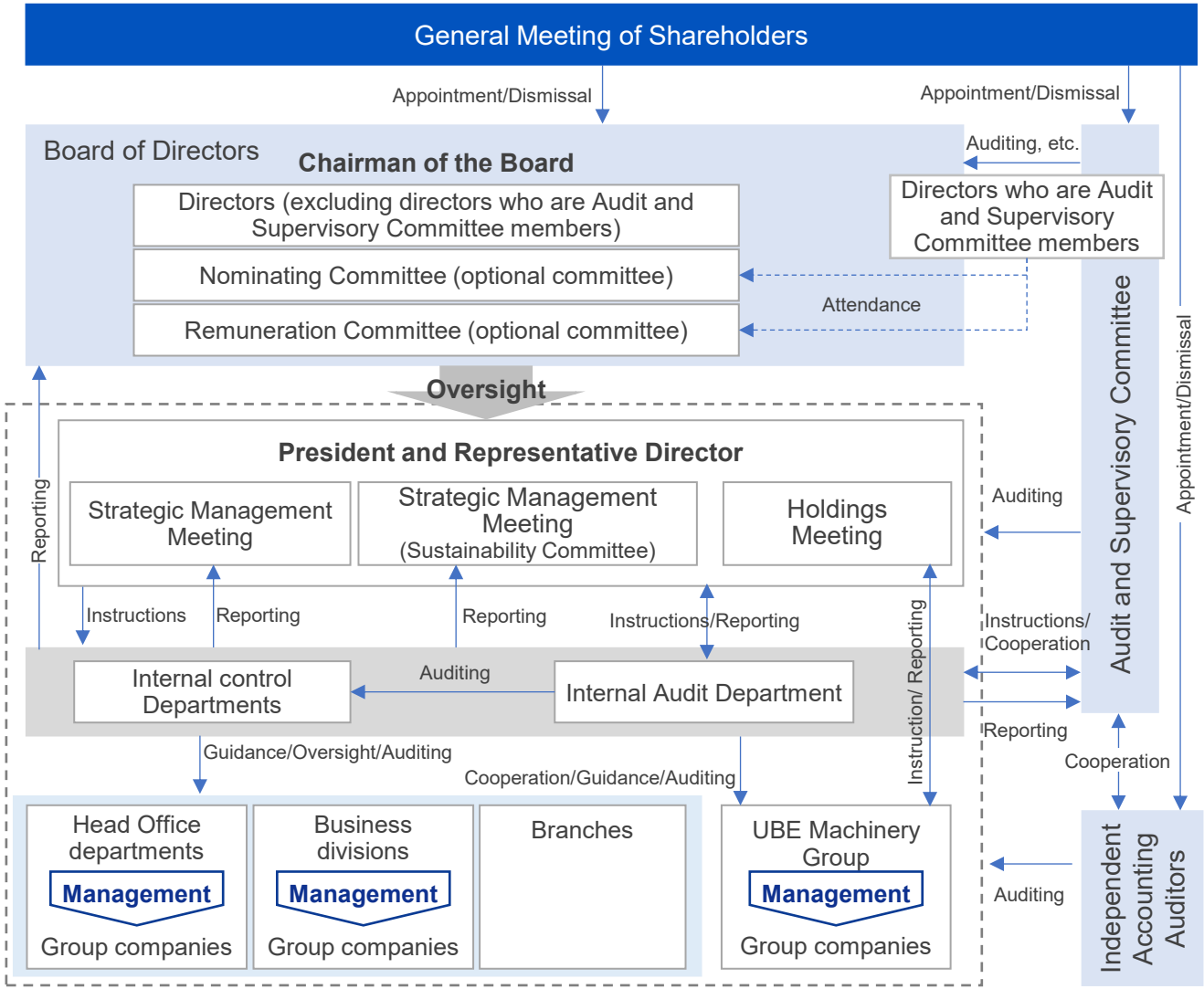
- We are setting up regional headquarters to oversee group companies and provide back-office functions. This will enable the international rollout of new businesses and smooth operation of group companies outside Japan. Each headquarters builds an autonomous management structure suited to its local characteristics.



Strengthening the Management Foundation to Support Sustainable Growth
Corporate Governance

➢ Strengthening corporate governance to enhance medium- to long-term corporate value

Overview of Corporate Governance Structure



1. Establishing systems to ensure proper business execution

- Separating the oversight function and the business execution function of management to drive transparent and efficient group management.
- As a company with an Audit and Supervisory Committee, we are strengthening the Board's oversight of business execution and accelerating execution by delegating certain key business execution decisions to the President and Representative Director.

2. Enhancing effectiveness of the Board of Directors

- Improving governance by evaluating the effectiveness of the Board of Directors (through self-assessment and discussion at the Board)
- Enhancing the quality of oversight of the appropriateness and efficiency of business execution, as well as business management risks, through active dialogue with executives

3. Strengthening autonomous business execution and internal controls

- Based on clear execution policies, business divisions, etc. operate autonomously to achieve goals.
- Strengthening internal controls, such as ensuring compliance and risk management
- The Internal Audit Department and internal control departments work together to provide appropriate guidance and oversight to business divisions and others, ensuring an effective and efficient business execution structure.

Building the CxO structure

We are establishing a CxO structure to accelerate decision-making. Each CxO takes responsibility for their specialist area and drives initiatives based on the management strategy.

UBE

Transform
Tomorrow
Today

Reference

UBE Vision 2030 Transformation

UBE Vision 2030 Transformation — 2nd Stage

Business Portfolio

➢ The table below shows the UBE Group's current business portfolio, developed based on market growth expectations, the Group's competitive strengths, profitability, and capital efficiency. Management resources will be strategically allocated according to this portfolio. The UBE Group will review and adjust the positioning of each business area within the portfolio as appropriate, in response to changes in the business environment.

New addition | Change from (previous) basic businesses | Change from specialty businesses

Business Portfolio Categories		Target Business Areas
Specialty businesses Businesses that create added value based on the UBE Group's technological capabilities and strengths in the value chain, achieving high profitability. The Group aims to further grow and expand these businesses going forward.	High profitability, high growth	Polyimide, separation membranes, ceramics
	Strategic expansion	Separators, Phenolic resin, semiconductor gases, high-performance coatings, **urethane systems**, pharmaceuticals, C1 chemicals, **high-purity chemicals for semiconductors**
	Stable earnings, high cash flow	**Elastomers, polyethylene films**
Restructuring businesses Businesses with low ROS and ROIC that require fundamental streamlining and restructuring. The Group will implement comprehensive measures to restore profitability, including rigorous cost reductions and price adjustments, with the goal of transitioning these businesses into specialty businesses. Businesses that fail to improve profitability despite these measures will be downsized or exited.		Nylon polymers, **composites**, caprolactam and ammonium sulfate, industrial chemicals, processed resin products

Reference

UBE Vision 2030 Transformation -2nd Stage-

Business Segment and Portfolio Categories

Business Segment	Product	Portfolio		
		Specialty Business	Restructuring Business	–
Specialty Products	Polyimide	■		
	Separation membranes	■		
	Ceramics	■		
	Separators	■		
	Phenolic resin	■		
	Semiconductor gases	■		
	Processed resin products		■	
High Performance Urethane	Urethane systems	■		
	High-performance coatings	■		
Pharmaceutical		■		
Polymers & Chemicals	Nylon polymers		■	
	Composites		■	
	Caprolactam and ammonium sulfate		■	
	Industrial chemicals		■	
	High-purity chemicals for semiconductors	■		
	C1 chemicals	■		
	Polyethylene films	■		
	Elastomers	■		
Machinery				■
Others				■

Reference

UBE Vision 2030 Transformation — 2nd Stage

Business Domains

UBE Transform Tomorrow Today

Mobility

Vehicle electrification/weight reduction

Ceramics
Bearings, substrates

Separators
LiB*1 separators

C1 chemicals (DMC & EMC)
LiB*1 electrolytes

Composites
Vehicle weight reduction (metal component replacement)

Performance improvement

High-performance coatings
Synthetic leather (automotive interior materials), water-based coatings (exterior coatings)

Urethane systems
Tires, wheels

Elastomers
Tires

*1 Lithium-ion batteries

Energy & Sustainability

Renewable energy

Separation membranes
Biofuel production

Resource development

Separation membranes
Explosion-proof gas production for oil and gas fields

Urethane systems
Mining machinery
Gas pipelines

Storage batteries

Polyimide
LiB*1 anode binder (automotive and consumer applications)

Separators
LiC*2 separators for AI data centers

C1 chemicals (DMC & EMC)
ESS and other LiB*1 electrolytes

*2 Lithium-ion capacitor

Information Electronics

Digital devices

Polyimide
LCD & OLED display materials

Semiconductor industry

Phenolic resin
Semiconductor sealing material

Semiconductor gases
Etching gases

Urethane systems
Semiconductor manufacturing equipment components

High-purity chemicals for semiconductors
Cleaning solutions

Life Solutions

Lifestyle

High-performance coatings
Synthetic leather (furniture, apparel), water-based coatings (flooring, etc.)

Nylon polymers
Food packaging films

Caprolactam
Nylon fibers for apparel

Ammonium sulfate
Fertilizers

Healthcare

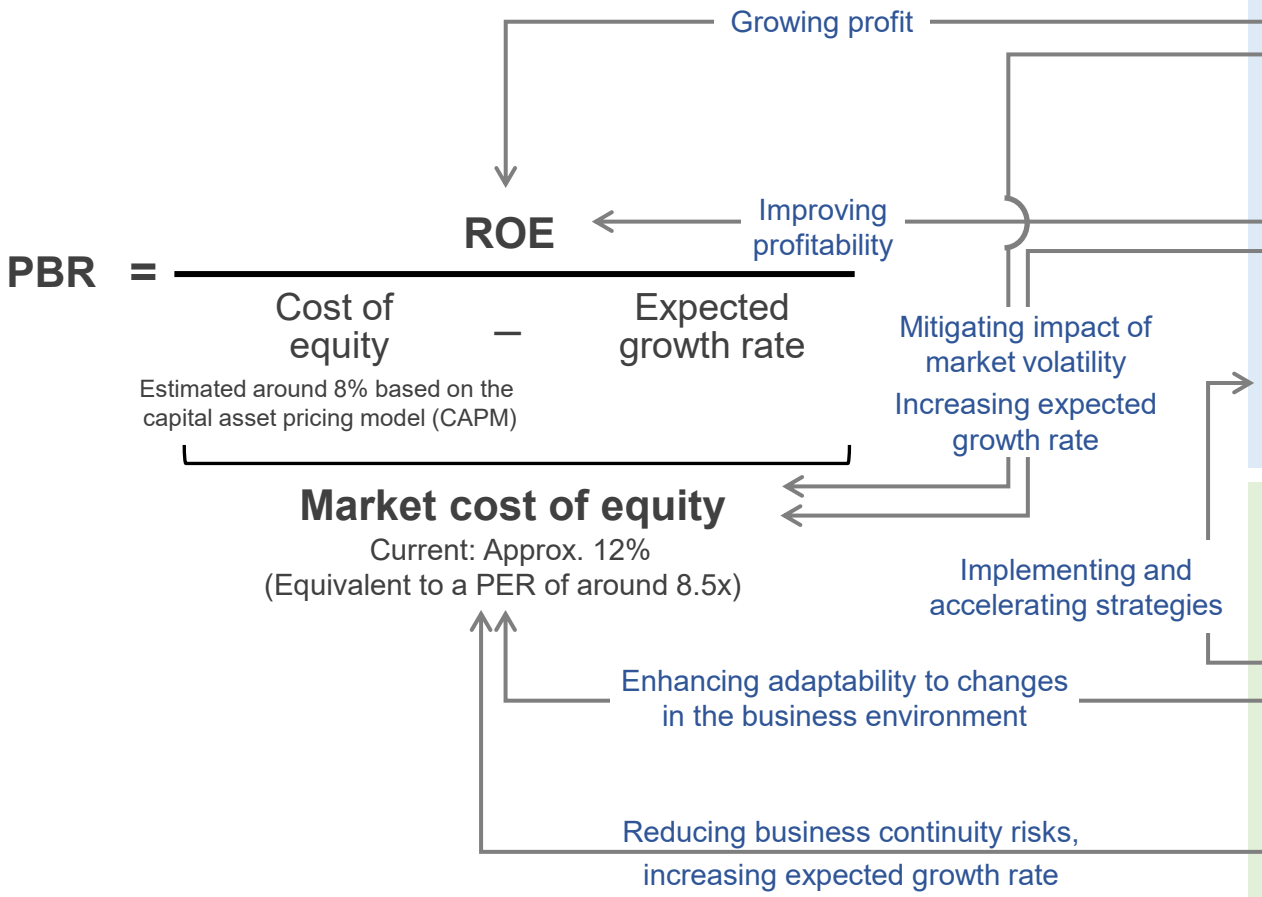
Pharmaceuticals
Pharmaceuticals

Reference

Initiatives to Realize Management That Considers Capital Cost and Stock Price

UBE Transform Tomorrow Today

➢ Driving ROE growth through the growth of specialty businesses while reducing the cost of equity through structural reforms.



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

Business restructuring

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

✓ **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**

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

✓ **Enhancing the quality of the management foundation to achieve sustainable growth over the medium to long term**

Growth Strategy for Specialty Businesses
Ceramics

➢ Capturing demand in the high-end market and harvesting the impact of new facilities, while advancing new development to open future markets

FY2026 Business Environment and Strategy

1) Expanding market share in bearings and substrates
   - Maintain the world's top market share in bearing balls, with strengths in machine tools, aircraft, semiconductor manufacturing equipment, and premium BEVs.
   - Highly regarded for power module substrates requiring properties such as fracture toughness and strong copper adhesion

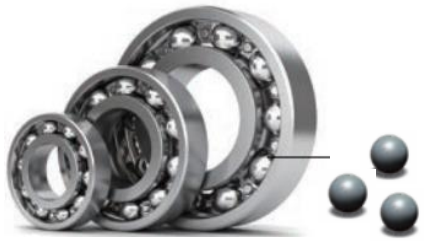
2) Building a production system
   - Establish a second factory (operations scheduled to begin in the first half of FY2026) to achieve a 50% increase in production capacity.

Medium- to Long-Term Strategy

1) Developing new products and grades leveraging characteristics derived from proprietary manufacturing methods
   - Develop cost-competitive products for bearings and substrates.

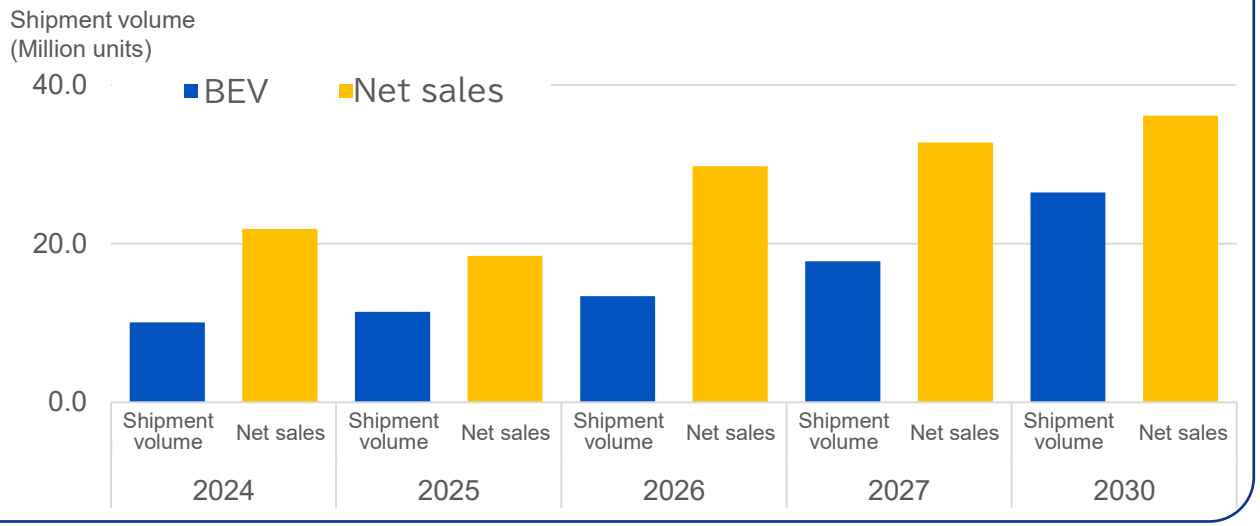
2) Expanding into new markets, different from bearings and substrates
   - Explore new applications such as 3D printers and bio applications.

- UBE manufactures high-performance, high-quality silicon nitride powder, a fine ceramic material, using its proprietary technology.
- UBE's silicon nitride is highly regarded as a global standard.
- The product features uniform grain size, low impurities, and microstructure that can be controlled.



Silicon nitride powder and an example of bearing ball application: Contributing to vehicle electrification

BEV passenger car sales outlook and ceramics net sales



Growth Strategy for Specialty Businesses
Separators

➢ Steadily launching new facilities and capturing demand for hybrid vehicles

FY2026 Business Environment and Strategy

1) Automotive business: Expanding the HEV market
- Growth in the BEV market is slowing, but the HEV market is expected to continue growing steadily.
  We aim to increase market share in the HEV market by steadily capturing demand and pursuing new projects based on newly developed products.

2) Building a production system to accommodate expanding demand
- Increase production through the successful launch of new facilities (second half of FY2026) and further strengthen cost competitiveness by optimizing the production system.
  Work toward a further 50% capacity increase by 2030.

Medium- to Long-Term Strategy

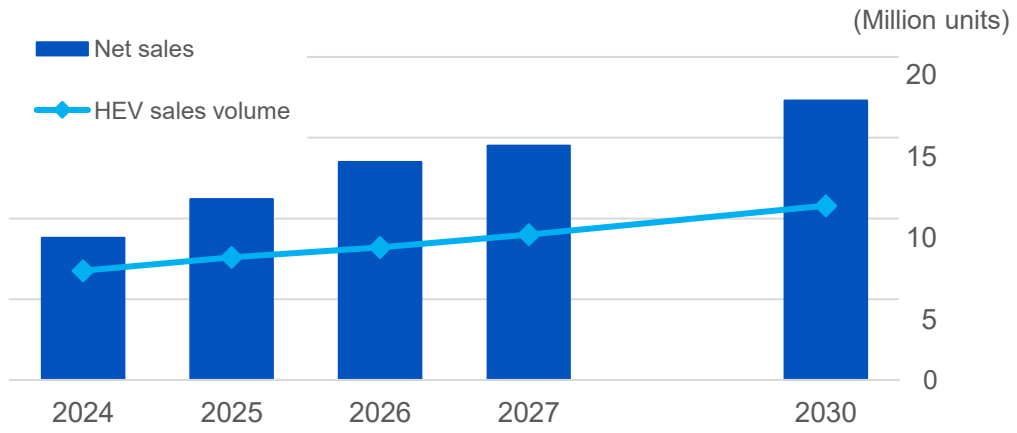
1) Automotive business: Responding to further expansion of the HEV market
- Consider timely capacity expansion while responding to strong growth in HEV demand.

2) Non-automotive business: Developing applications leveraging dry separator characteristics
- Acquire business opportunities for lithium metal batteries, nickel-zinc batteries, and lithium-ion capacitors, by leveraging characteristics suitable for rapid charging and discharging (input/output characteristics). Target applications in data centers and energy storage systems (ESS), where demand is expected to grow primarily in the U.S.

- A separator is an insulating membrane in lithium-ion batteries (LiBs) that separates the positive and negative electrodes. The UBE Group focuses mainly on separators for automotive LiBs for HEVs.
- The dry three-layer separator developed by the Group offers excellent safety and is particularly strong in applications requiring high output, such as HEV batteries.

A ceramic-coated type is also available for enhanced safety.

HEV sales volume forecast and separator net sales outlook



Growth Strategy for Specialty Businesses
Pharmaceuticals

➢ Strengthening our earnings base by reassessing our business portfolio, while capturing growth opportunities

FY2026 Business Environment and Operating Policy

1) Contract development and manufacturing organization (CDMO) business: Sales strategy

- Focus sales resources on acquiring late-stage development products.
- Increase sales from already secured projects.
- Expand contract services using new technologies (high-potency compounds, flow chemistry, and nucleic acids).
- Exit unprofitable product lines.

2) CDMO business: Manufacturing and technology strategy

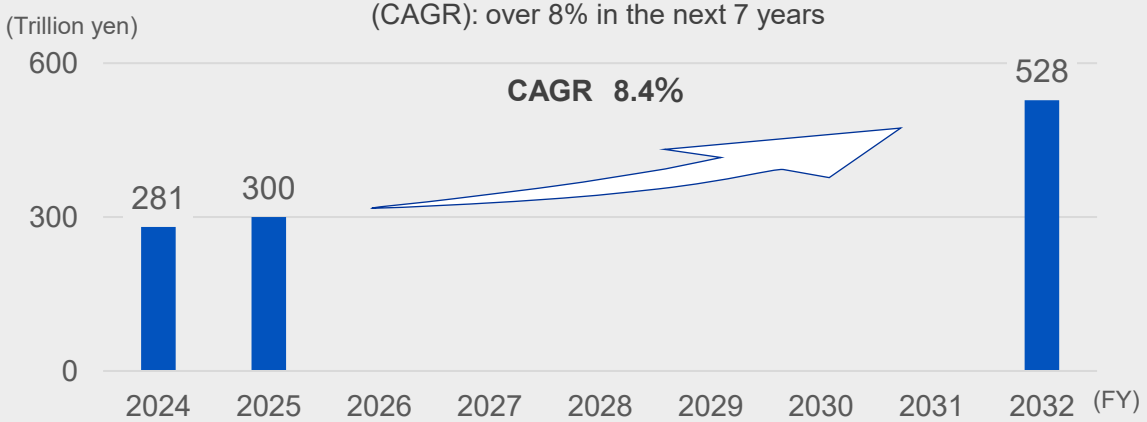
- Improve resource efficiency.
- Improve productivity by reducing cycle times.
- Reduce fixed costs: Right-size the workforce
  Review maintenance costs
  Limit capital expenditures
  Reduce labor through DX

3) Drug discovery business strategy

- Early licensing of in-house developed products and continuing alliance models
  → Three agreements signed in FY2025.
- Expand the pipeline in small molecules and antibody-drug conjugates (ADCs) through collaborative research and partnerships with AI and computational chemistry ventures.

Pharmaceutical market outlook

Global pharmaceutical market compound annual growth rate (CAGR): over 8% in the next 7 years



Source: Fortune Business Insights

Growth Strategy for Specialty Businesses
Elastomers

➢ Building a manufacturing foundation that will ensure safe, stable, and high-quality production; advancing specialization; and addressing global environmental issues

FY2026 Business Environment and Strategy

1) Business environment
- Demand for polybutadiene rubber remains solid for tires, but oversupply caused by capacity expansion mainly in China has created a difficult business environment.
- Procurement of raw materials and utilities has become difficult due to the Iran conflict, with rising costs causing concerns about slowing demand going forward.

2) Strategy
- Advance specialization and reduce production costs.
- Maintain operations by securing raw materials and set appropriate prices reflecting cost fluctuations.

Medium- to Long-Term Strategy

1) Building a manufacturing base
- Ensure a stable procurement of butadiene, the primary raw material.
- Maximize capacity and improve production technology, while ensuring safe and stable operations.

2) Advancing specialization
- Expand sales of specialty products and launch new grades.

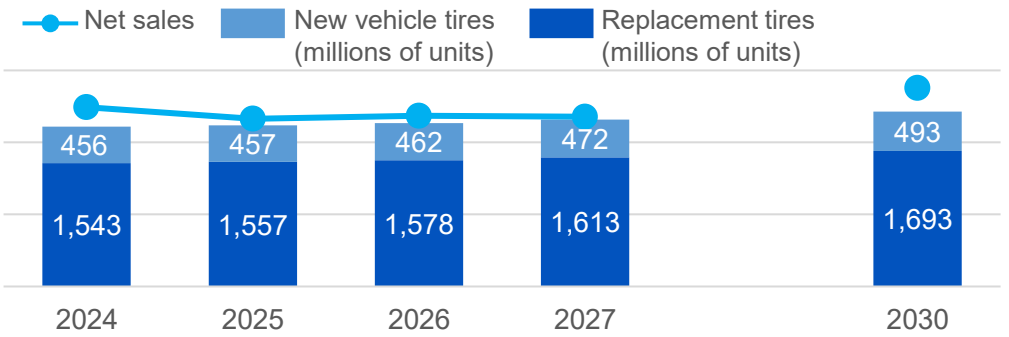
3) Addressing global environmental issues
- Sustainable BR.
- Reduce CO_2 emissions.

- The UBE Group's elastomer business focuses primarily on automotive tires.
- Leveraging strong technical expertise and a wide product lineup, we meet the diverse requirements of tire applications.
- Our products deliver various tire performance benefits, such as improved fuel efficiency and enhanced wear resistance, contributing to a sustainable society.

UBE products are recognized for superior technical capabilities and are used in many automotive tires.

Automotive tire demand and elastomer net sales outlook

Tires demand cited from GlobalData's 2025 Report



Automotive tire demand remains stable over the medium to long term, supported by replacement demand.

Growth Strategy for Specialty and Other Businesses
High-Performance Coatings / Composites

High-Performance Coatings

➢ Pursuing growth focused on PCD and PUD, while creating synergies with urethane systems

1) FY2026 market environment and strategy
- Demand is on an expanding trend over the medium to long term, driven by tightening environmental regulations and the shift to waterborne systems.
- We will ensure stable earnings by pursuing product development and application expansion that meet the needs for high durability and environmental compatibility.

2) Medium- to long-term strategy
- Advance the sophistication and specialization of PCD and urethane-related materials.
- Establish a new PCD manufacturing base to build a C1 chemical chain business in the U.S.
- Globally integrate PUD technologies established separately in the U.S. and Japan.
- Maximize added value through product development linked to urethane systems' design, processing, and technical services.

Example of PCD application in synthetic leather (automotive seats)

- PCD is a type of polyurethane raw material, contributing to improved durability in premium artificial leather and synthetic leather.
- PUD serves as a raw material for water-based coatings that emit little to no volatile organic compounds (VOCs).
  PUD is produced using PCD as a raw material.

Composites

➢ Turning contribution to a circular society into a competitive advantage: Shifting to a high-value-added portfolio

1) FY2026 market environment and strategy
- As awareness of global environmental responsibility spreads worldwide, demand in high-value-added segments such as high performance and environmental compatibility continues to grow.
- We will accelerate the shift to high-value-added areas by leveraging our strengths, and expand environmental businesses in and outside Japan through Manufacturas Paulowsky, S.L. and UBE Composites Europe S.L.U., achieving a qualitative transformation of our business portfolio. We will also establish a winning approach based on focused targets and functional value, including non-nylon materials, to build a strong earnings base.

2) Medium- to long-term strategy
- Move away from a market portfolio overly dependent on automotive applications.
- Shift to a proposal-driven business model that addresses customer challenges with tailored materials and processing technology solutions.
- Continuously bring environmentally friendly products to market to achieve sustainable growth.

Agricultural irrigation tubes

Underground pipes

Example applications of Paulowsky's PCR products

- Manufacture and sell post-consumer recycled (PCR) products (polyethylene and polypropylene) and post-industrial recycled (PIR) products (polyamide) in Europe
- Supply high-quality materials by leveraging cutting-edge technology and expertise (third-party certified)
- Expand facilities in line with business growth

Growth Strategy for Specialty Businesses
Semiconductor-Related Business (Phenolic Resins / High-Purity Chemicals for Semiconductors)

Phenolic Resin

➢ Promoting the development of high-value-added products and strengthening the earnings base

1) FY2026 market environment and strategy
- Demand for encapsulating materials remains solid, mainly driven by AI applications, with mobility applications also performing well.
- Actively capture strong demand and expand sales.

2) Medium- to long-term strategy
- Maintain a leading market share in curing agents for semiconductor encapsulants through a broad product lineup and high-quality offerings.
- Expand next-generation products for heat-resistant power semiconductors (SiC and GaN).

UBE's phenolic resin supports the semiconductor industry as a raw material for encapsulants.

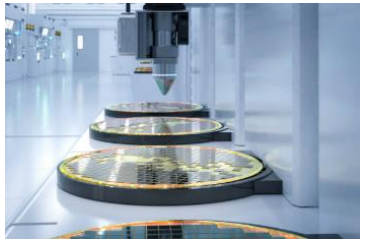
- Phenolic resin offers excellent heat resistance, durability, flame retardancy, and adhesion.
- UBE products are highly regarded for their superior quality in semiconductor applications.

High Purity Chemicals for Semiconductors

➢ Strengthening earnings power as a specialty business through planned capacity expansion and sales expansion in line with growing demand

1) FY2026 market environment and strategy
- Growing demand for generative AI and data centers
  Requirements for quality stability and stable supply systems are becoming increasingly sophisticated.
  The exit of competitors is creating opportunities to acquire new customers and expand market share.
- Accelerating adoption by leveraging high quality and reliable supply as strengths
  Pursue strategic customer development targeting untapped areas.
  Accelerate the customer qualification process and transition to mass production.

2) Medium- to long-term strategy
- Increase supply capacity through planned capital investment.
- Establish a solid position in areas with high entry barriers, backed by technological superiority.



UBE's products support the semiconductor industry as a raw material for semiconductor cleaning solutions.

- Advanced quality control capabilities for metallic impurities and fine particles.
- Stable production based on high-purity technology required for semiconductor applications.

Reference

Machinery Business (UBE MACHINERY CORPORATION, Ltd.)

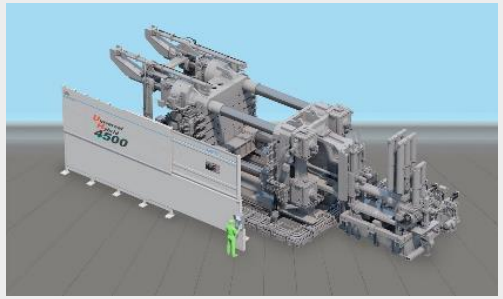
UBE Transform Tomorrow Today

➢ The Machinery Business (UBE Machinery) is preparing for listing on the Tokyo Stock Exchange to achieve independent growth.

Corporate Profile

Founded Established	January 15, 1914 September 10, 1999
Capital	¥6.7 billion (as of Mar. 31, 2026)
Head Office	Ube City, Yamaguchi Prefecture
Business Locations	16 in Japan and 15 outside Japan
Consolidated number of employees	1,683 (as of Apr. 1, 2026)

Spotlight: Ultra-Large Die Casting Machine for Giga Casting



This is an ultra-large die casting machine (clamping force of 4,000 metric tons or more) that enables the integration of multiple parts, such as those that make up the underbody of an automobile, into a single molded component. Reduces automotive manufacturing costs, supports xEV adoption, and achieves vehicle body weight reduction via die casting.

Features of UBE Machinery Group

Business operations span a wide range of fields, centered around the molding machinery business, which produces key automotive components, and the industrial machinery business that serves ports, power plants, and other sectors.

Molding Machines

Die casting machines
Machines for molding metal parts for automotive and other applications. Also manufactures machines for giga casting.

Japan's first giga casting machine: UBE6500iV2

Injection molding machines
Machines for molding automotive interior and exterior parts, and large industrial plastic products such as containers.

High-end electric two-platen injection molding machine: “em” Series

Industrial Machines

Manufactures and sells a wide range of equipment used in manufacturing plants, including those at power plants and cement and chemical companies.

Environmentally friendly Air Floating Conveyor

Thin film evaporator (Kontro) for continuous processing of high-viscosity liquids

Focusing on after-sales service business to build a stable profit-generating structure

REPAIR CONSULTING UPGRADE **RCU** Three Pillars of After-Sales Service

REPAIR

Repair: Restore equipment to its original performance

CONSULTING

Consulting: Maximize equipment performance

UPGRADE

Upgrade: Further enhance equipment capabilities