

The UBE Group's Evolution

1897 — The UBE Group started out in Ube, Yamaguchi Prefecture, as a coal mining operation.

Calendar year

1897

1942

1950

1960

1970

1980

End of World War II

Oil fields discovered throughout the Middle East

Organization of the Petroleum Exporting Countries (OPEC) established

The first and second oil shocks

Business expansion since establishment

Postwar reconstruction and modernization

We worked energetically to recover from the devastation of war by reconstructing and expanding operations while striving to rebuild living standards and modernize amid society's reconstruction.

High growth period: Entering the petrochemicals field and closing coal mines

As oil replaced coal as the prime source of energy, we invested extensively in various ways, including to enter the petrochemicals business and switch raw materials and fuels. The curtains began to come down on our coal business, the Group's founding business.

Responding to the oil shocks

Amid the crises stemming from the oil shocks, we became the first in our industry to resume using coal and developed new technologies while eliminating unprofitable facilities and otherwise pushing ahead with reforms to overcome challenges.



1951 ● Opened the Central Research Laboratory

1968 ● Opened Polymer Research Laboratory (then)

1949 ● Listed on the Tokyo Stock Exchange

1962 ● Foreign currency borrowing and syndicated loans Expanded funding demand

1942 ● Established Ube Industries, Ltd.

Chemicals



1945 ● Focused on raising ammonium sulfate production Tackling postwar food shortages



1955 ● — Expanding the chemicals business Expanded caprolactam, nylon, polyethylene, acrylonitrile butadiene styrene, polypropylene, and synthetic rubber businesses

1973 ● Began producing catechol with a new process Developed new production technique in line with shift from oil to coal as ammonia gas source Diversified into fine chemical products

1933 ● Ube Nitrogen Industry, Ltd., established Producing ammonium sulfate fertilizer from coal

1960 ● Switched from coal to oil as ammonia gas source Responded to energy revolution

1980 ● — Started full-scale pharmaceutical research Completed the first general purpose factory

Construction Materials



1923 ● Ube Cement Production, Ltd., established Tapped the region's abundant limestone resources



1946 ● Started developing limestone mine in Isa (production began in 1955)

1961 ● Started full-scale use of heavy oil for the Ube Cement Factory kilns Responded to energy revolution

1974 ● Resumed coal co-firing at the Ube Cement Factory and the Kanda Cement Factory Responded to the first oil shock

1961 ● Built the first postwar cement tanker "KIYOYASU MARU" (largest at that time) Followed by building of several large cement tankers and expanding cement business nationwide by constructing logistic centers around the nation

1980 ● Completed Okinoyama Coal Center Restarted the coal business

1897 ● Okinoyama Coal Mine set up UBE Group's founding business

1947 ● Focused on boosting coal production Increased coal production to overcome postwar energy shortages

1964 ● Inaugurated production at the Kanda Cement Factory Expanded and reinforced the cement business

1977 ● Closed last coal mine Ended our founding business

1975 ● Completed Ube-Mine Highway Road (now Dedicated Ube Industries Road)

Machinery



1914 ● Established Ube Shinkawa Iron Works Started the manufacture and maintenance of coal mining machinery

1953 ● Delivered first water screening equipment

1954 ● Started sales of vertical mills

1962 ● Delivered first die-casting machine

1967 ● Delivered first injection molding machine



1946-1949 Irregular settlement

Irregular settlement

Irregular settlement

Switch to new yen

Calendar year 1942

Six-month settlement

1950

1960

1970

1980

Climate change, the COVID-19 pandemic, and other global emergencies have heightened the need for change to tackle crises and become sustainable. The UBE Group has devoted its 124 years to transform itself to overcome crises and innovate products that support the cutting edge of the times.

1990

2000

2010

2020

The Plaza Accord

Burst of Japan's bubble economy

Asian currency crisis

Lehman Shock

Climate change issues

Transforming the business structure and restructuring management

The yen's appreciation and recession following the oil crises forced us to rationalize operations in various ways, and we steadily developed technologies and expanded our business to build the foundation of the specialty business.

Financial Restructuring

We tackled an unprecedented crisis after Japan's bubble economy burst by pursuing ongoing efforts to improve our vulnerable financial structure and reinforce Group management, thereby building a stable earnings base.

Entering a new stage, with the aim of sustainable growth

We responded to such paradigm shifts as the rise of emerging economies and growing environmental concerns by developing new strategies for growth, including through external collaborations and by tackling environmental issues.

1984 ● Paid no dividends for the first time

1983 ● —
Developed specialty business including polyimide, separation membranes, silicon nitride, DMC, PCD, and battery materials

1984 ● Switched from oil to coal as ammonia gas source
Responded to the oil crisis

1982 ● Operated coal-fired private power plants
Responded to the second oil shock

1985 ● Expanded the Okinoyama Coal Center and port facility capacity
Met rising coal demand

1982 ● Completed Kosan-Ohashi Highway Bridge

Irregular settlement



1993 ● Spain 1997 ● Thailand
Completed caprolactam production structure covering three regions

2001 ● Transferred the polypropylene business to Mitsui Chemicals, Inc.

1996 ● Switched from coal to petcoke as ammonia gas source

1995 ● Started to handle the waste from local municipality
Contributing to environment by resource recycling

1996 ● Built the state-of-the-art NSP kilns at the Ube Cement Factory
Increased competitiveness

1998 ● Established UBE-MITSUBISHI CEMENT CORPORATION
Integrated sales and logistics divisions of both UBE and Mitsubishi Materials Corporation to remain competitive under the dwindling domestic demand for cement

2002 ● Developed biomass fuel
Helped reduce environmental impact

1999 ● Established UBE Machinery Corporation, Ltd.
Pursued more dynamic business management structure

1996 ● Started sales of air supportive conveyors



Consolidated settlement

2009 ● Established Global Warming Countermeasures Promotion Office (then)
Responded to growing environmental concerns

2006 ● Made first public share offering

2016 ● Opened the Osaka Research & Development Center

2011 ● —
Grew by collaborating with other companies
Strengthened competitiveness through collaboration in such areas as separators (Maxell Holdings, Ltd.), polyimide (Samsung Group), acrylonitrile butadiene styrene (JSR Corporation and Mitsubishi Rayon Co., Ltd.), and electrolytes (Mitsubishi Chemical Corporation)

2014 ● Shut down caprolactam facility at the Sakai Factory
Switched strategy in response to facilities expansion in emerging countries

2020 ● Announced business integration with Mitsubishi Materials Corporation
Integrated completely including manufacturing to establish an optimal operational framework, thereby aiming to realize sustainable growth

2014 ● Launched megasolar operations
Produced renewable energy



2013 ● Integrated service business affiliates
Strengthened service business

2017 ● Injection molding machinery business of Mitsubishi Heavy Industries, Ltd., became a subsidiary of UBE Machinery
Expanded product lineup and sales channels

Net Sales (Millions of yen)
700,000

600,000

500,000

400,000

300,000

200,000

100,000

0

Non-consolidated settlement