

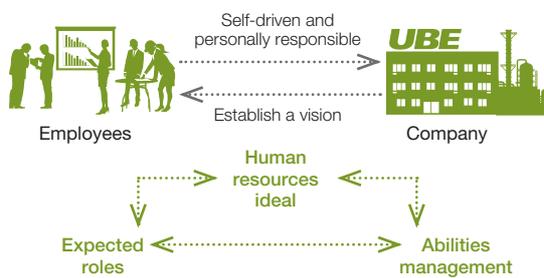
Human Resources



At the UBE Group, we consider employees our most important resource for creating value and supporting sustainable growth. We therefore devote considerable attention to human resources development and endeavor to enhance our programs to ensure that all employees can lead fulfilling lives.

Personnel System

UBE maintains a personnel system in which it clarifies what it expects of employees and impartially evaluates individual effort. We seek to ensure that employees therefore fully understand what they need to do and create workplaces that are challenging and motivating for all our employees.



Human Resources Development

We augment on-the-job training, workshops and other off-the-job training, and self-improvement support programs with systems that empower our employees to perform at their best in an array of businesses and in an increasingly global operating climate. A good example is the Career Development Sheets that employees prepare every year, based on which they can discuss their prospects with supervisors. We rotate employees through posts to broaden their perspectives and expertise. We upgrade off-the-job training, including workshops, in keeping with specific business needs to keep pace with changes in the operating climate.

Respect for Human Rights

The UBE Group Action Guidelines for Business Conduct state our commitment to respecting individuals while fostering mutual understanding and eliminating discrimination. We established the Human Rights Education Committee, which offers executive training and training opportunities to employees by business site and job classification and draws on e-learning tools in its programs. All members of the Group endeavor to fully respect human rights in every aspect of our operations.

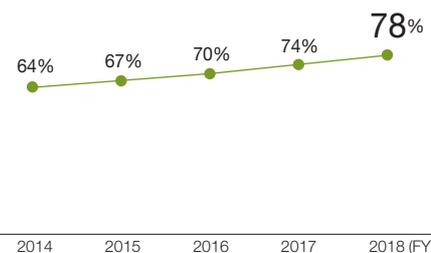
Enhancing Work Style Reform

Work style reform is an important management priority. We are accordingly reviewing Company-wide approaches to ensure high productivity and enhance the skills of all employees. We have implemented programs and develop the working environment that allow employees to work with flexibility as part of our commitment to encouraging a healthy work-life balance for our employees.

Usage of Main Work-Life Balance System (Fiscal 2018)

System	Description	Number of Employees Who Used It
Childbirth leave	Employees whose spouses have given birth can take four days of paid leave.	92 80.0% of those eligible
Childcare leave	Leave can be taken until the day before the child's first birthday (or the child's second birthday, in certain circumstances). The first seven days of leave are fully paid.	72 including 69 men
Family nursing leave	Employees can take leave to provide nursing care for family members (up to a total of 365 days).	0
Child nursing leave	Employees can take leave to nurse children in the third grade of elementary school or younger. (Five days per child can be taken each year, up to a maximum of 10 days a year.)	4 including 1 man
Shortened working time	The working hours of employees caring for children in the third grade of elementary school or younger, nursing family members, seeing a doctor, and going to school can be shortened by up to two hours per day on request.	25 including 1 man

Annual Paid Vacation Usage



Diversity Initiatives

Diversity is a key priority for UBE's management. We accordingly seek to build a corporate culture that respects individuality and broad perspectives and treasures creativity and ambition.

We endeavor to attract and retain diverse talent as part of efforts to overcome the looming challenges of a declining labor force and a changing business climate.

We recruit people from a wide range of backgrounds without regard to such factors as nationality or gender and provide work environments in which they can fulfill their potential.

Hiring Breakdown

Fiscal Year	Number of People		
	2016	2017	2018
New graduate hires (generalist positions)	42 (9)	46 (10)	37 (9)
New graduate hires (key employee positions)	43 (5)	63 (9)	30 (2)
Mid-career hires	34 (2)	12 (1)	57 (3)
Hires with disabilities	2 (0)	2 (1)	2 (0)
Hires of non-Japanese nationals	1 (1)	2 (2)	1 (1)

Numbers in parentheses are the number of female hires.

Employee Turnover in First Three Years

Joined in April 2014	4%
Joined in April 2015	3%
Joined in April 2016	6%

Employing Non-Japanese Nationals

Our domestic employees need to engage increasingly with their overseas colleagues amid the increasingly global nature of our business, and we accordingly hire foreign nationals to work in Japan so Japanese can acquaint themselves with different business and cultural practices.

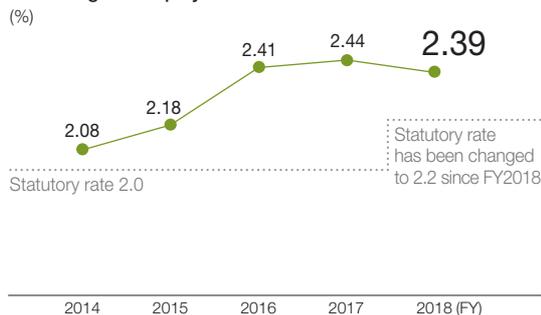
Rehiring Retirees

We are making our workplaces more conducive to rehiring employees as seniors or managers who have reached the standard retirement age so they can continue to share their experience and skills. We rehired 90.7% of new retirees in fiscal 2018.

Recruiting People with Disabilities

We do much to foster the employment of people with disabilities, and maintain the UBE Group Support Network for Employment of People with Disabilities. Through it, we place individuals within the Group through Libertas Ube, Ltd., a special-purpose subsidiary that we established in 1991.

Percentage of Employees with Disabilities



A workshop for learning about the employment of people with disabilities

Addressing the Gender Gap

As of March 31, 2019, 7.5% of parent company employees were women, up from 7.3% a year earlier. Females represented 2.4% of our management pool, up from 1.5% a year earlier. In fiscal 2019, we launched a three-year action plan based on the Act on Promotion of Women's Participation and Advancement in the Workplace. The plan encompasses the following three benchmarks to realize more flexible working styles and provide greater opportunities for female employees.

- (1) A paid vacation usage rate of 80% or more
- (2) At least 70% of eligible male employees taking childcare leave
- (3) Women representing at least 20% of new graduate hires for generalist positions

As part of our efforts to be more inclusive for women, we have increased the number of female employees at our factories and overseas. Women are increasingly vital to our operations.



A female employee checking the facility inspection at the Chiba Factory