



Company name: Ube Industries, Ltd.
Representative: Yuzuru Yamamoto
President and Representative Director
Security code: 4208 (shares listed on First Section of Tokyo
Stock Exchange and Fukuoka Stock Exchange)
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Ube Industries Announces Organizational and Personnel Changes

TOKYO, February 21, 2017 —Ube Industries, Ltd. has announced that the company's Board of Directors decided today on the following changes to its internal organizations, executive officers and their assignments, and auditors. Change of auditor is scheduled to be formally approved by the general meeting of shareholders planned for June 29, 2017.

Company name: Ube Industries, Ltd.

I. Changes in Internal Organization

Date of Issue: April 1, 2017

A. Chemicals Company

- 1) Functions of each development center will be integrated into Business Units. Business Units will be changed the name to Divisions.
 - Synthetic Rubber Business Unit will be changed the name to Synthetic Rubber Div.
 - Engineering Plastics, Caprolactam and Industrial Chemicals Business Unit will be changed the name to Engineering Plastics, Caprolactam and Industrial Chemicals Div.
 - Polyimide and Specialty Products Business Unit will be changed the name to Polyimide and Specialty Products Div.
 - Battery Materials and Fine Chemicals Business Unit will be changed the name to Battery Materials and Fine Chemicals Div.
 - Polymers Development Center, Chemicals Development Center, Specialty Products Development Center, Inorganic Products Development Center and Advanced Energy Materials R&D Center will be abolished. Those functions will be transferred to the corresponding division.
- 2) Business Reform Project will be abolished. Its function will be transferred to Business Management Dept.
- 3) Chemicals Quality Assurance Dept. will be responsible for management of environmental and product safety additionally. It will be changed the name to Chemicals Environmental Safety & Quality Assurance Dept.

B. Corporate Research & Development

- 1) Organic Chemistry Research Laboratory, Organic Specialty Materials Research Laboratory and Process & Materials Technology Laboratory will be abolished. Part of function of these 3 laboratories will be transferred to the corresponding division and Production Technology Center of Chemicals Company.
- 2) Pharmaceuticals Research Laboratory will be transferred to Pharmaceutical Div.
- 3) Core Technology Laboratory and Advanced Technology Laboratory will be established. These 2 laboratory will serve for the corporate research.

II. Changes in Executive Personnel

Newly promoted Executive Officers (as of April 1, 2017)

<u>Name</u>	<u>New Position</u>	<u>Current Position</u>
Hidetsune Miura	General Manager of Ube Chemical Factory with responsibility for Ube Fujimagari Factory, Production Div., Chemicals Company	General Manager of Ube Fujimagari Factory, Production Div., Chemicals Factory
Yoshiaki Ito	General Manager of Production & Technology Div. with responsibility for Material Recycle Division, Cement & Construction Material Company	General Manager of Isa Cement Factory and Powder Plant, Production & Technology Div., Cement & Construction Company
Yuuzo Hanamoto	General Manager of Energy & Environment Div. and Coal Business Unit.	General Manager of Coal Business Unit, Energy & Environment Div.
Hisaaki Yokoo	General Manager of Administration Dept., Chemicals Company	Executive Trustee, Project Leader of Business Reform Project, Chemicals Company
Masayoshi Ota	General Manager of Strategy & Business Planning Dept. with responsibility for Development Dept., Chemicals Company	General Manager of Strategy & Business Planning Dept., Chemicals Company

Changes to assignments (as of April 1, 2017)

<u>Name</u>	<u>New Position</u>	<u>Current Position</u>
Tadashi Matsunamni	Senior Managing Executive Officer, Company President of Cement & Construction Materials Company and General Manager of Cement Dept. with responsibility for Technical Development Center	Senior Managing Executive Officer, Company President of Cement & Construction Materials Company and General Manager of Cement Dept.
Junichi Misumi	Managing Executive Officer, with responsibility for Information System Dept. and Ube Corporate Service Dept.	Managing Executive Officer, with responsibility for Environment & Safety Dept., Intellectual Property Dept., and Information System Dept.
Masahiko Nojima	Managing Executive Officer, General Manager of Engineering Plastics, Caprolactam and Industrial Chemicals Div., General Manager of Atlantic Operational Unit, Chemicals Company	Managing Executive Officer, General Manager of Engineering Plastics, Caprolactam and Industrial Chemicals Business Unit, General Manager of Europe and Americas Operational Unit, Chemicals Company

Masataka Ichikawa	Managing Executive Officer, President of Ube Material Industries, Ltd. (Planned)	Managing Executive Officer, General Manager of Production & Technology Division, Cement & Construction Materials Company, with responsibility for Material Recycle Division and Technical Development Center
Atsushi Yamamoto	Executive Officer, Special Appointive Officer	Executive Officer, Group CCO, General Manager of General Affairs & Human Resources Office, with responsibility for Group CSR
Makoto Aikawa	Executive Officer, with responsibility for Environment & Safety Dept. and Intellectual Property Dept.	Executive Officer, General Manager of Production Division, Chemicals Company
Morihisa Yokota	Executive Officer, General Manager of Corporate Research & Development and Core Technology Laboratory	Executive Officer, General Manager of Corporate Research & Development
Genji Koga	Executive Officer, General Manager of Production Division, with responsibility for Chemicals Environmental Safety & Quality Assurance Dept., Chemicals Company	Executive Officer, Deputy General Manager of Production Division, Chemicals Company and General Manager of Ube Chemical Factory
Hideo Tamada	Executive Officer, Group CCO, General Manager of General Affairs & Human Resources Office and Procurement & Logistics Div. with responsibility for Group CSR	Executive Officer, General Manager of Procurement & Logistics Div., with responsibility for Ube Corporate Service Dept.
Yuuki Nishida	Executive Officer, General Manager of Battery Materials and Fine Chemicals Div.	Executive Officer, General Manager of Battery Materials and Fine Chemicals Business Unit

Stepping down as Executive Officers (as of March 31, 2017)

- Etsuo Matsunaga, Executive Officer, with responsibility for Polymers Development Center, Chemicals Development Center, Specialty Products Development Center, Inorganic Products Development Center, Advanced Energy Materials R&D Center and Development Management Group of Chemicals Company (to be appointed as an Advisor as of April 1, 2017)
- Takafumi Kurauchi, Executive Officer, General Manager of Energy & Environment Div. (to be appointed as an Advisor as of April 1, 2017)
- Takafumi Tanaka, Executive Officer, Special Appointive Officer, Chemicals Company (to be appointed as an Advisor as of April 1, 2017)

Stepping down as Executive Officers (as of June 28, 2017)

- Atsushi Yamamoto, Executive Officer, Special Appointive Officer (to be appointed as an Auditor as of June 29, 2017)

III. Changes in Auditors (Effective as of June 29, 2017)

Newly appointed Auditors

Atsushi Yamamoto (Executive Officer, Ube Industries, Ltd.)

Stepping down as Auditors

Setsuro Miyake (to be appointed as an Advisor as of June 29)

Reference: New Director Organization (Effective as of April 1, 2017)

1. Directors and Auditors

Position	Name
Chairman of the Board of Directors and Director	Michio Takeshita
President and Representative Director	Yuzuru Yamamoto
Representative Director	Hideyuki Sugishita
Director	Tadashi Matsunami
Director (Outside Director)	Takashi Kusama
Director (Outside Director)	Keikou Terui
Director (Outside Director)	Takashi Shoda
Director (Outside Director)	Mahito Kageyama

Position	Name
Auditor	Setsuro Miyake
Auditor	Takanobu Kubota
Auditor (Outside Auditor)	Seiichi Ochiai
Auditor (Outside Auditor)	Miyako Suda

2. Executive Officers

Position	Name	Assignment
President	Yuzuru Yamamoto	Group CEO
Senior Managing Executive Officer	Hideyuki Sugishita	Company President of Chemicals Company
	Tadashi Matsunami	Company President of Cement & Construction Materials Company and General Manager of Cement Dept. with responsibility for Technical Development Center
	Tokuhisa Okada	Company President of Machinery Company
Managing Executive Officer	Charunya Phichitkul	General Manager of Asia Operational Unit of Chemicals Company
	Junichi Misumi	With responsibility for Information System Dept. and Ube Corporate Service Dept.
	Masato Izumihara	Vice President of Chemicals Company
	Masahiko Nojima	General Manager of Engineering Plastics, Caprolactam and Industrial Chemicals Div., and General Manager of Atlantic Operational Unit, Chemicals Company
	Masataka Ichikawa	President of Ube Material Industries, Ltd. (Planned)
Executive Officer	Atsushi Yamamoto	Special Appointive Officer
	Yukio Hisatsugu	President and Representative Director of Ube Machinery Corporation Ltd.
	Makoto Aikawa	With responsibility for Environment & Safety Dept. and Intellectual Property Dept.
	Morihisa Yokota	General Manager of Corporate Research & Development and Core Technology Laboratory
	Genji Koga	General Manager of Production Division, with responsibility for Chemicals Environmental Safety & Quality Assurance Dept., Chemicals Company
	Makoto Koyama	With responsibility for Group Company Dept. and General Manager of Resources & Production Dept.
	Hideo Tamada	Group CCO, General Manager of General Affairs & Human Resources Office and Procurement & Logistics Div. with responsibility for Group CSR
	Hiroshi Nishida	General Manager of Planning and Control Dept., with responsibility for Construction Materials Dept., Cement & Construction Materials Company
	Masayuki Fujii	Group CFO, General Manager of Corporate Planning & Administration Office
	Yasushi Konno	General Manager of Pharmaceutical Div.
	Yuuki Nishida	General Manager of Battery Materials and Fine Chemicals Div.
	Hidetsune Miura (<i>newly appointed</i>)	General Manager of Ube Chemical Factory with responsibility for Ube Fujimagari Factory, Production Div., Chemicals Company
	Yoshiaki Ito (<i>newly appointed</i>)	General Manager of Production & Technology Div. with responsibility for Material Recycle Division, Cement & Construction Material Company
	Yuuzo Hanamoto (<i>newly appointed</i>)	General Manager of Energy & Environment Div. and Coal Business Unit.
	Hisaaki Yokoo (<i>newly appointed</i>)	General Manager of Administration Dept., Chemicals Company
Masayoshi Ota (<i>newly appointed</i>)	General Manager of Strategy & Business Planning Dept. with responsibility for Development Dept., Chemicals Company	