

Company name: Ube Industries, Ltd.
 Representative: Masato Izumihara
 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 7, 2020 — Ube Industries, Ltd. has announced that the company’s Board of Directors resolved today on the following changes to its internal organization, executive officers and their assignments.

Company name: Ube Industries, Ltd.

I. Change in Internal Organization

Date of Issue: April 1, 2020

1. Construction Materials Company
 - Eliminate Group Company Dept. and establish Governance Control Dept.

II. Changes in Executive Personnel

Newly appointed Executive Officer (as of April 1, 2020)

| <u>Name</u> | <u>New Position</u> | <u>Current Position</u> |
|----------------|---|--|
| Futoshi Takase | Executive Officer, General Manager, Ube Chemical Factory with responsibility for Ube-Fujimagari Factory, Production Div., Chemicals Company | General Manager, Chiba Petrochemical Factory, Production Div., Chemicals Company |

Changes to assignments (as of April 1, 2020)

| <u>Name</u> | <u>New Position</u> | <u>Current Position</u> |
|-----------------|--|--|
| Hiroshi Nishida | Senior Executive Officer, President and Representative Director of Ube Material Industries, Ltd. (Planned) | Senior Executive Officer, Director and Senior Managing Executive Officer of Ube Material Industries, Ltd |
| Hidetsune Miura | Senior Executive Officer, with responsibility for Environment & Safety Dept. and Quality Management Dept. | Senior Executive Officer, General Manager, Ube Chemical Factory with responsibility for Ube-Fujimagari Factory, Production Div., Chemicals Company |
| Hisaaki Yokoo | Senior Executive Officer, General Manager, Business Planning & Management Dept. and Synthetic Rubber Div., Chemicals Company | Senior Executive Officer, General Manager, Business Planning & Management Dept., with responsibility for Synthetic Rubber Div., Chemicals Company |

| <u>Name</u> | <u>New Position</u> | <u>Current Position</u> |
|----------------|--|---|
| Masayoshi Ota | Senior Executive Officer, General Manager, Research & Development Div., with responsibility for Technology Development Dept. and development section, Chemicals Company, and Intellectual Property Dept. | Senior Executive Officer, General Manager, Research & Development Div., with responsibility for Technology Development Dept. and development section, Chemicals Company |
| Hiroaki Kojima | Executive Officer, with responsibility for Governance Control Dept., QA Dept. and EHS Dept., Construction Materials Company | Executive Officer, with responsibility for Group Company Dept., QA Dept. and EHS Dept., Construction Materials Company |

Stepping down as Executive Officer (as of March 31, 2020)

Makoto Aikawa, Senior Executive Officer, with responsibility for Environment & Safety Dept., Quality Management Dept. and Intellectual Property Dept. (to be appointed as a President and Representative Director of Ube Film, Ltd. as of April 1)

Reference: New Director Organization (Effective as of April 1, 2020)

1. Directors

| Position | Name |
|---------------------------------------|------------------|
| Chairman of the Board and Director | Yuzuru Yamamoto |
| President and Representative Director | Masato Izumihara |
| Representative Director | Makoto Koyama |
| Director | Masayuki Fujii |
| Director (Outside Director) | Keikou Terui |
| Director (Outside Director) | Tetsuro Higashi |

| Position | Name |
|--|------------------|
| Director, Audit and Supervisory Committee Member | Atsushi Yamamoto |
| Outside Director, Audit and Supervisory Committee Member | Seiichi Ochiai |
| Outside Director, Audit and Supervisory Committee Member | Takashi Shoda |

2. Executive Officers

| Position | Name | Assignment |
|-----------------------------------|------------------|--|
| President | Masato Izumihara | CEO, Company President, Chemicals Company |
| Senior Managing Executive Officer | Tokuhsa Okada | Company President, Machinery Company |
| | Makoto Koyama | Company President, Construction Materials Company |
| Managing Executive Officer | Masahiko Nojima | General Manager, Procurement & Logistics Div., with responsibility for Ube Corporate Service Dept. |
| | Yukio Hisatsugu | Company Vice President, Machinery Company |
| | Hideo Tamada | CRO, CCO, with responsibility for Risk Management Dept., Human Resources Dept., CSR & General Affairs Dept. and Legal Dept. |
| | Genji Koga | Company Vice President, Chemicals Company, General Manager, Production Div., with responsibility for EHS Dept., Chemicals Company and Information Systems Dept. |
| | Masayuki Fujii | CFO, with responsibility for Corporate Planning Dept., Accounting Dept. and Finance & Investor Relations Dept. |
| | Yuki Nishida | General Manager, Engineering Plastics & Fine Chemicals Div., Chemicals Company |
| Senior Executive Officer | Hiroshi Nishida | President and Representative Director of Ube Material Industries, Ltd |
| | Hidetsune Miura | With responsibility for Environment & Safety Dept. and Quality Management Dept. |
| | Yoshiaki Ito | General Manager, Production & Technology Div., with responsibility for Material Recycle Div. and development section, Construction Materials Company |
| | Yuzo Hanamoto | General Manager, Energy Div., Construction Materials Company |
| | Hisaaki Yokoo | General Manager, Business Planning & Management Dept. and Synthetic Rubber Div., Chemicals Company |
| | Masayoshi Ota | General Manager, Research & Development Div., with responsibility for Technology Development Dept. and development section, Chemicals Company, and Intellectual Property Dept. |
| | Keiichi Nagata | General Manager, Specialty Products Div., Chemicals Company |

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|-------------------|--|--|
| Executive Officer | Masarou Suehiro | Deputy General Manager, Business Planning & Management Dept., with responsibility for group companies management, Chemicals Company |
| | Bruno de Bièvre | President of UBE CORPORATION EUROPE S. A. U. with responsibility for Atlantic regional business, Chemicals Company |
| | Shigeru Ouchi | General Manager, Cement Div., Construction Materials Company, Director and Managing Executive Officer of UBE-MITSUBISHI CEMENT CORPORATION |
| | Mitsuo Ono | General Manager, Planning & Control Dept., Construction Materials Company |
| | Toshiyuki Mineishi | With responsibility for Auditing Dept. |
| | Hironori Miyauchi | President and Representative Director of Ube Machinery Corporation Ltd. |
| | Watchara Pattananijirundorn | President and CEO of UBE Chemicals(Asia) Public Company Limited, with responsibility for Asia regional business, Chemicals Company |
| | Hiroaki Kojima | With responsibility for Governance Control Dept., QA Dept. and EHS Dept., Construction Materials Company |
| | Yoichi Funayama | General Manager, Pharmaceutical Div., with responsibility for HBM Business Development Project, Chemicals Company |
| | Futoshi Takase (<i>Newly appointed</i>) | General Manager, Ube Chemical Factory with responsibility for Ube-Fujimagari Factory, Production Div., Chemicals Company |