

Company name: Ube Industries, Ltd.
 Representative: Michio Takeshita
 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 Personnel Changes

TOKYO, February 28, 2014 — Ube Industries, Ltd. has announced that the company's Board of Directors decided today on the following changes to its directors and executive officers and their assignments, which are scheduled to be formally approved by the general meeting of shareholders planned for June 27, 2014 and the meeting of the Board of Directors that will follow it.

1. Change of Directors

Newly appointed Directors (as of June 27, 2014)

<u>Name</u>	<u>New Position</u>	<u>Current Position</u>
Takanobu Kubota	Director, Managing Executive Officer, with responsibility for Ube Corporate Service Dept. and Ube Industries Central Hospital	Managing Executive Officer, with responsibility for Ube Corporate Service Dept. and Ube Industries Central Hospital
Keikou Terui	Director (Part-time)	

Stepping down as Directors (as of June 27, 2014)

Hiroaki Tamura (to be appointed as an Advisor)
 Tetsuro Higashi

2. Changes in Executive Personnel

Newly appointed Executive Officers (as of April 1, 2014)

<u>Name</u>	<u>New Position</u>	<u>Current Position</u>
Morihisa Yokota	Executive Officer and General Manager of Corporate Research & Development	General Manager of Process Technology Research Laboratory, Corporate Research & Development
Genji Koga	Executive Officer, General Manager of Production Center, Production & Technology Div. and General Manager of Ube Chemical Factory	General Manager of Administration Center, Production & Technology Div.
Makoto Koyama	Executive Officer and Deputy General Manager of Production & Technology Div., Cement & Construction Materials Company, with responsibility for Technical Development Center	General Manager of Technology Dept., Production & Technology Div., Cement & Construction Materials Company

Changes to assignments (as of April 1, 2014)

<u>Name</u>	<u>New Position</u>	<u>Current Position</u>
Junichi Misumi	Managing Executive Officer, with responsibility for Environment & Safety Dept., Pharma Quality Assurance Dept. and Intellectual Property Dept.	Managing Executive Officer and General Manager of Production & Technology Div.
Masataka Ichikawa	Executive Officer and General Manager of Production & Technology Div., Cement & Construction Materials Company, with responsibility for Material Recycle Div.	Executive Officer, with responsibility for Environment & Safety Dept.
Makoto Aikawa	Executive Officer and General Manager of Production & Technology Div.	Executive Officer, General Manager of Production Center, Production & Technology Div. and General Manager of Ube Chemical Factory

Stepping down as Executive Officers (as of March 31, 2014)

<u>Name</u>	<u>Current Position</u>
Masayuki Kinouchi (to be appointed as an Advisor)	Managing Executive Officer and General Manager of Corporate Research & Development
Ryoji Sugise (to be appointed as a Full-time Advisor)	Managing Executive Officer and Deputy General Manager of Corporate Research & Development, with responsibility for Pharma Quality Assurance Dept. and Intellectual Property Dept.
Masanori Hirai (to be appointed as an Advisor)	Managing Executive Officer and General Manager of Production & Technology Div., Cement & Construction Materials Company, with responsibility for Material Recycle Div. and Technical Development Center

Reference: New Director Organization (Effective as of April 1, 2014)

1. Directors and Auditors

Position	Name
Chairman of the Board of Directors	Hiroaki Tamura
President and Representative Director	Michio Takeshita
Representative Director	Yuzuru Yamamoto
Director	Masato Izumihara
Director	Michitaka Motoda ¹
Director	Tetsuro Higashi ¹
Director	Takashi Kusama ¹

Position	Name
Auditor (Full-time)	Seturo Miyake
Auditor (Full-time)	Naoya Kitamura
Auditor (Part-time)	Hitoshi Sugio ²
Auditor (Part-time)	Seiichi Ochiai ²

¹ Michitaka Motoda, Tetsuro Higashi and Takashi Kusama are Outside Directors as defined in Article 2, Paragraph 15 of Japan's Companies Act.

² Hitoshi Sugio and Seiichi Ochiai are Outside Company Auditors as defined in Article 2, Paragraph 16 of the Companies Act.

2. Executive Officers

Position	Name	Assignment	
President, Executive Officer	Michio Takeshita	Group CEO	
Senior Managing Executive Officer	Yuzuru Yamamoto	Special Assistant to the President, Group CCO and GM of Procurement & Logistics Div., with responsibility for General Affairs & Human Resources Office	
	Hideyuki Sugishita	Company President of Specialty Chemicals & Products Company	
Managing Executive Officer	Charunya Phichitkul	GM of Asia Operational Unit	
	Shinobu Watanabe	Company President of Chemicals & Plastics Company	
	Nobuyuki Taenaka	GM of Pharmaceutical Div. and GM of Project Development & Management Dept.	
	Takanobu Kubota	With responsibility for Ube Corporate Service Dept. and Ube Industries Central Hospital	
	Tadashi Matsunami	Company President of Cement & Construction Materials Company and GM of Cement Dept.	
	Junichi Misumi	With responsibility for Environment & Safety Dept., Pharma Quality Assurance Dept. and Intellectual Property Dept.	
	Masato Izumihara	Group CFO and GM of Corporate Planning & Administration Office	
	Tokuhisa Okada	Company President of Machinery & Metal Products Company	
Executive Officer	Tsuyoshi Sato	Group Company Dept., Construction Materials Div. and Resources & Products Div., Cement & Construction Materials Company	
	Etsuo Matsunaga	With responsibility for Polymers Development Center, Chemicals Development Center, Specialty Products Development Center, Advanced Energy Materials R&D Center, Automotive Materials Development Center of Production & Technology Div.; and Deputy GM of Corporate Research & Development	
	Masahiko Nojima	GM of Europe Operational Unit	
	Masataka Ichikawa	GM of Production & Technology Div., Cement & Construction Materials Company, with responsibility for Material Recycle Div.	
	Atsushi Yamamoto	GM of General Affairs & Human Resources Office, with responsibility for Group CSR	
	Mitsuhiko Imoto	GM of Planning & Control Dept., Cement & Construction Materials Company	
	Takafumi Kurauchi	GM of Energy & Environment Div.	
	Yukio Hisatsugu	President and Representative Director of Ube Machinery Corporation Ltd.	
	Makoto Aikawa	GM of Production & Technology Division	
	Takafumi Tanaka	GM of Strategy Planning Dept., Specialty Chemicals & Products Company	
	(Newly appointed)	Morihisa Yokota	GM of Corporate Research & Development
	(Newly appointed)	Genji Koga	GM of Production Center, Production & Technology Div. and GM of Ube Chemical Factory
	(Newly appointed)	Makoto Koyama	Deputy GM of Production & Technology Div., Cement & Construction Materials Company, with responsibility for Technical Development Center