

Company name: Ube Industries, Ltd.
Representative: Hiroaki Tamura,
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 Announces Organizational and Personnel Changes

TOKYO, February 28, 2007 — Ube Industries, Ltd., today announced changes to its internal organization as well as changes in personnel and assignments that will take effect as of April 1, 2007. The changes were approved today at a meeting of the Board of Directors. The Company also announced anticipated changes in personnel, pending approval at the next general shareholders' meeting to be held on June 28, 2007.

It was also decided to change the length of appointments for directors to one year from the current appointment length of two years, also pending approval at the next general shareholders' meeting.

Company name: Ube Industries, Ltd.

1. Changes in Internal Organization

Date of Issue: April 1, 2007

(1) Production & Technology Division

A Development Center will be newly created for the purpose of improving products, technology and processes in coordination with the Production Center and Production Technology Center.

(2) Corporate Research and Development

The Ube Research Laboratory will be split into two new organizations by research function, eliminating the Ube designation indicating its physical location. The new organizations are the Organic Chemistry Research Laboratory and Inorganic Specialty Product Research Laboratory. The change is designed to improve operational efficiency within the organization.

Accordingly, the Polymer Research Laboratory will change its name to the Organic Specialty Materials Research Laboratory.

(3) Procurement & Logistics Division

A The Optimum Logistics Project will be newly created in order to facilitate further improvements to logistics efficiency at Ube Industries and Ube Group companies.

2. Changes in Commissions of Duties

Date of Issue: April 1, 2007

Newly promoted Executive Officers:

<u>Name</u>	<u>New Position</u>	<u>Current Position</u>
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Yuzuru Yamamoto	Managing Executive Officer, Company Vice President and General Manager of Machinery Division, Machinery & Metal Products Company	Executive Officer, General Manager of Machinery Division, Machinery & Metal Products Company
Tetsuo Sueshige	Managing Executive Officer, Company Vice President and in charge of Group Company Department, Construction Materials Division and Resources & Products Division, Cement & Construction Materials Company	Executive Officer, General Manager of Production & Technology Division and in charge of Material Recycle Division, Cement & Construction Materials Company
Makoto Umetsu	Managing Executive Officer, General Manager of Corporate Research & Development	Executive Officer, Assistant General Manager of Corporate Research & Development

Newly appointed Executive Officers:

<u>Name</u>	<u>New Position</u>	<u>Current Position</u>
Yukio Fudeuchi	Executive Officer, Company Vice President of Cement & Construction Materials Company	Assigned to Ube-Mitsubishi Cement Corporation
Ryoji Sugise	Executive Officer, General Manager of Organic Chemistry Research Laboratory and in charge of Pharmaceuticals Development Department and Pharmaceutical Reliability Assurance Department, Corporate Research & Development	Director of Synthetic Chemicals Division of Ube Research Laboratory, Corporate Research & Development
Tomoki Musumi	Executive Officer, Company Vice President (in charge of business) of Specialty Chemicals & Products Company	Director of Procurement & Logistics Department (Procurement & Logistics Division)
Hideyuki Sugishita	Executive Officer, General Manager of Production Center and General Manager of Ube Chemical Factory, Production & Technology Division	General Manager of Ube Chemical Factory and Director of Chemicals and Plastics Production Department of Ube Chemical Factory, Production Center, Production & Technology Division

<u>Name</u>	<u>New Position</u>	<u>Current Position</u>
Tadashi Matsunami	Executive Officer, General Manager of Production & Technology Division and in charge of Material Recycle Division, Cement & Construction Materials Company	Director of Production Administration Department, Production & Technology Division, Cement & Construction Materials Company
Shinji Ohara	Executive Officer, Company Vice President (in charge of Technology) and Director of Research and Development Department, Specialty Chemicals & Products Company	Director of Research and Development Department, Specialty Chemicals & Products Company

Date of Issue: June 28, 2007

Stepping down as Executive Officers:

Kenichi Abe, Managing Executive Officer (to be appointed as an advisor)

Katsumasa Harada, Executive Officer (to be appointed as an advisor)

Date of Issue: July 1, 2007

Newly Appointed Research Fellow:*

<u>Name</u>	<u>Position</u>
Toshihiro Ishikawa	Research Fellow General Manager of Inorganic Specialty Product Research Laboratory, Corporate Research & Development

*The title of "Research Fellow" is awarded to researchers working for Corporate Research & Development who have displayed a level of excellence that merits recognition both internally and in the research community. The title of Research Fellow is roughly equates to an appointment as a Director.

3. Changes in Assignments of Directors

Date of Issue: April 1, 2007

Executive Officers:

<u>Name</u>	<u>New Position</u>	<u>Current Position</u>
Yasuhisa Chiba	Vice-President and Executive Officer, Special Assistant to President, Group CTO and in charge of Environment & Safety Department and Ube Corporate Service Department	Vice-President and Executive Officer, Special Assistant to President, Group CTO and General Manager of Corporate Research & Development

<u>Name</u>	<u>New Position</u>	<u>Current Position</u>
Kazuhiko Okada	Vice-President and Executive Officer, Special Assistant to President, Company President of Machinery & Metal Products Company and in charge of Group CSR	Vice-President and Executive Officer, Special Assistant to President and Company President of Machinery & Metal Products Company
Akinori Furukawa	Senior Managing Executive Officer, Group COO, General Manager of General Affairs & Human Resources Office and in charge of Ube Industries Central Hospital	Senior Managing Executive Officer, Group COO, General Manager of General Affairs & Human Resources Office and in charge of CSR
Kenichi Abe	Managing Executive Officer, in charge of Ube Corporate Service Department	Managing Executive Officer, in charge of Environment & Safety Department, Ube Corporate Service Department and Ube Industries Central Hospital
Masao Uno	Managing Executive Officer, Group CFO, General Manager of Corporate Planning & Administration Office and in charge of Ube Group Shared Service Center	Managing Executive Officer, Group CFO and General Manager of Corporate Planning & Administration Office
Katsunori Suzuki	Managing Executive Officer, General Manager of Production & Technology Division	Managing Executive Officer, General Manager of Production & Technology Division and Director of Production Center, Production & Technology Division
Katsumasa Harada	Executive Officer, in charge of Production & Technology Division	Executive Officer, General Manager of Ube Research Laboratory and in charge of Pharmaceuticals Development Department and Pharmaceutical Reliability Assurance Department, Corporate Research & Development
Ryuichi Deguchi	Executive Officer, Company Vice-President (in charge of Technology) of Chemicals & Plastics Company	Executive Officer, General Manager of Aluminum Wheel Division, Machinery & Metal Products Company

<u>Name</u>	<u>New Position</u>	<u>Current Position</u>
Nobuyuki Taenaka	Executive Officer, General Manager of Development Management Department, Production & Technology Division	Executive Officer, Company Vice President and in charge of API & Intermediates Business Unit, Fine Chemicals Business Unit and Electronic Components Development Project, Specialty Chemicals & Products Company
Takanobu Kubota	Executive Officer, Assistant General Manager and in charge of Logistics Optimization Project, Procurement & Logistics Division	Executive Officer, General Manager of Finance Department (Corporate Planning & Administration Office) and in charge of Ube Group Shared Service Center

4. Senior Management Appointments

Date of Issue: April 1, 2007

Member of the Board of Directors:

<u>Name</u>	<u>New Position</u>	<u>Current Position</u>
Akio Koma	Company Vice President (in charge of business) of Chemicals & Plastics Company	Company Vice President of Chemicals & Plastics Company

Newly Appointed Members of the Board of Directors:

<u>Name</u>	<u>New Position</u>	<u>Current Position</u>
Kenji Ishimoto	General Manager of Aluminum Wheel Division, Machinery & Metal Products Company	Assistant Manager of Aluminum Wheel Division and General Manager of Ube Aluminum Wheel Factory, Machinery & Metal Products Company
Yasuhiro Kurokawa	General Manager of Production Technology Center, Production & Technology Division	General Manager of Production Technology Center, Production & Technology Division