Securities Code Number: 4208

UBE INDUSTRIES, LTD.

Notice of the 110th Ordinary General Meeting of Shareholders

This document is an abridged translation of the Japanese original. It is for reference purposes for shareholders living outside Japan, and does not constitute a formal translation of the original notice. Certain information, including the Company's business report and account documents, both consolidated basis and non-consolidated basis, has been intentionally omitted from the translation.

June 7, 2016

Dear Shareholder:

You are cordially invited to attend the 110th Ordinary General Meeting of Shareholders of Ube Industries, Ltd., to be held in <u>the conference room, 3rd floor, Ube Kosan Building</u>, 8-1, Aioicho, Ube City, Japan on <u>June 29, 2016 at 10 o'clock in the morning</u>.

If you do not expect to attend the meeting, we request that you review the accompanying reference documents at the 110th General Meeting of Shareholders and exercise your voting right by way of the enclosed Voting Card or electric methods such as internet, with reference to Voting Information as described below.

Sincerely,

Yuzuru Yamamoto President and Representative Director Ube Industries, Ltd. 1978-96, O-Aza Kogushi, Ube-shi, Yamaguchi-ken 755-8633, Japan

Notes :

- (1) If attending the meeting in person, please remember to bring the Voting Card enclosed with these materials and hand it to a receptionist. The reception for the meeting starts at 9:00 a.m.
- (2) Any revisions to the reference documents for the Ordinary General Meeting of Shareholders, Annual Reports, Consolidated Account Documents, and Non–Consolidated Account Documents shall be posted on the Conpany's website at http://www.ube.co.jp (Japanese) and http://www.ube.co.jp (Japanese) (Japanese)

Notes:

| 1. DATE and TIME | 10:00 a.m. Wednesday June 29, 2016 |
|------------------|------------------------------------|
|------------------|------------------------------------|

2. PLACE The conference room, 3rd floor, Ube Kosan Building 8-1, Aioicho, Ube City, Japan

3. OBJECTIVES OF THE MEETING:

MATTERS TO BE REPORTED:

- 1. Reports on the Annual Reports, and the Consolidated Account Documents for 110th fiscal year (from April 1, 2015 to March 31, 2016) as well as the Audit Reports on Consolidated Account Documents by Independent Auditors and the Board of Auditors
- 2. Reports on the Non–Consolidated Account Documents for 110th fiscal year (from April 1, 2015 to March 31, 2016)

PROPOSALS :

Proposal 1: Disposition of Retained Earning

- Proposal 2: Amendment of a part of the Articles of Incorporation
- Proposal 3: Election of eight Directors
- Proposal 4: Election of one Auditor
- Proposal 5: Election of one alternate outside Auditor

Proposal 6: Revisions to the amount and details of the stock option compensation, etc. for Directors

Notes for disclosure of Company's information through internet :

The following items are not contained within the documentation accompanying this Notice of the 110th Ordinary General Meeting of Shareholders. In accordance with relevant laws and regulations and with Article 16 of the Company's Articles of Incorporation, this information has been published separately on the Company's website at http://www.ube-ind.co.jp (Japanese) and http://www.ube-ind.co.jp/english/index.htm (English).

- ① Consolidated Statements of Changes in Net Asset and Notes to Consolidated Account Documents
- ② Non-Consolidated Statements of Changes in Net Asset and Notes to Non-Consolidated Account Documents

The Consolidated Account Documents and Non–Consolidated Account Documents audited by Auditors and Independent Auditors are contained in the attached documents of this Notice of the 110th Ordinary General Meeting of Shareholders, and Notes to Consolidated Account Documents and Notes to Non–Consolidated Account Documents published on the Company's website at http://www.ube-ind.co.jp (Japanese) and http://www.ube-ind.co.jp/english/index.htm (English).

Notes for notice of Resolution of General Meeting of Shareholders :

Please be advised that a written notice of the resolutions at General Meeting of Shareholders will no longer be send to shareholders for resource-saving, instead, it will be posted on the Company's website above after the meeting.

End of document

Voting Information

1. Voting by Mail

If you exercise your voting right by mail, please indicate your approval or disapproval of each of the proposals in the space provided on the enclosed Voting Card, affix your signature or registered seal, and return the Voting Card to the Company for its receipt by 5:30 p.m., Tuesday June 28, 2016 (Japan Time).

2. Voting by Internet

If you exercise your voting right by internet, please follow the notes below.

If you attend the meeting in person, you do not need to use any of mailing or internet voting.

Notes

(1) Voting Web Site

Voting web site designated by the Company : http://www.evote.jp/

- (i) You may only exercise your voting right by internet by accessing to our designating voting web site (<u>http://www.evote.jp/</u>) from a personal computer, smartphone or cell phone (i mode, EZweb, Yahoo ! Keitai)* (Please be noted that the service is suspended from 2 a.m. to 5 a.m.).
 * "i mode", "EZweb", "Yahoo" is a registered or unregistered trade mark of
 - NTT DOCOMO, INC., KDDI CORPORATION, Yahoo! Inc., respectively.
- (ii) Voting from personal computer or smartphone may not be made depending on your internet using environment such as firewall in access to internet, anti-virus software, proxy server.
- (iii) Voting from cell phone shall be made through the service of i mode, EZweb or Yahoo ! Keitai. For security purpose, the service is not usable by the cell phone which may not send coded information (SSL) or call phone information.
- (iv) Voting by internet will be accepted by 5:30 p.m., Tuesday June 28, 2016 (Japan Time), but we recommend that you vote earlier so that you may consult with the Help Desk in case of any problem.

(2) Way of Voting

- Please use your log-in ID and provisional password printed on your Voting card in the Voting Web Site (<u>http://www.evote.jp/</u>) and indicate your approval or disapproval of each proposal in accordance with the guidance on the web.
- (ii) In order to prevent any unauthorized access by a non-shareholder ("disguise" or "spoofing") or unauthorized alteration of your voting, you will be required to change your provisional password.
- (iii) You will be received a new log-in ID and provisional password at each time of the Notice of the general meeting of shareholders.

(3) Voting Right Exercised in Plural Times

- (i) Please be noted in case that a voting right is exercised in both by mail and internet, only internet voting is treated as effective voting.
- (ii) In case that a voting right is exercised by internet more than one time, last voting is treated as effective voting. Also in case of exercising of a voting right from both personal computer or smartphone and cell phone, last voting is treated as effective.

(4) Cost of Access to Voting Web Site

Any cost incurred in accessing to voting web site (such as internet access charge and phone charge) shall be borne and paid by shareholders. Packet communication charge and other charge incurred to use of a cell phone shall also be borne and paid by shareholders.

CONTACT ON SYSTEM INFORMATION

Help Desk : Security Agency, Mitsubishi UFJ Trust & Banking Corporation Tel 0120-173-027 (9:00 – 21:00, toll free) (Japan Time)

Reference Documents for Ordinary General Meeting of Shareholders

Proposals and Related Matters:

Proposal 1: Disposition of Retained Earning

The Company proposed to distribute the year-end dividend for this fiscal year as stated below, carefully considering our business performance for this fiscal year and future business development in a comprehensive manner.

- (1) Type of Dividend: Cash
- (2) Appropriation of Dividends to Shareholders and Total Amount of Dividend: ¥5 per common share Total amount ¥5,300,451,625
- (3) Effective Date of the Distribution of the Year-End Dividend: June 30, 2016 (Thursday)

Proposal 2: Amendment of a part of the Articles of Incorporation.

1) Reasons for amendment

Since 2001, the Company has promoted management efficiency, speedy decision-making, strengthening of transparency and supervision function in the Company's management, through the installation of the Executive Officers system, which the Board of Directors make a decision concerning important matters in the Company's management and exercise supervision of execution of operation, while Executive Officers execute the business operation of the Company

According to the establishment of the Executive Officer system in the Company's management, the Company proposes the following amendments to the Articles of Incorporation for the purpose of the establishment of new Article, deletion, modification of Articles, and adjustments of number of Articles, regarding the Article of Chairperson of the Ordinary General Meeting of Shareholders, Directors and Executive Officers, and other related Articles so as to clarify in the in Article of Incorporation that the position of President, chief executive for execution of the Company's business, is a duty position based on Executive Officers system.

2) Contents of the amendment

Proposed amendments are set out below:

| | (Amendments shown by underlines) |
|---|---|
| (Present Articles) | (Proposed Amendments) |
| Article 15. (Person Entitled to Convene Meetings and Chairman)The Director-President of this Company shall convene and preside over the General Meeting of Shareholders. In a case where the President is unable to so preside, one of the other Directors shall act as the Chairman in the order fixed in advance by the Board of Directors. | Article 15. (Chairperson of the Meeting) <u>The President of this Company shall preside</u> over the General Meeting of Shareholders. In a case where the President is unable to so preside, <u>one of the other Directors shall act as the</u> <u>Chairman in the order fixed in advance by the</u> <u>Board of Directors.</u> |
| Article 16 to 18 (Omitted) CHAPTER IV Directors and Board of Directors | Article 16 to 18 (Same as the present) CHAPTER IV Directors, Board of Directors and Executive Officers |
| Article 19 to 21 (Omitted) Article 22. (Name of Offices of Director) By a resolution of the Board of Directors, <u>one Chairman of the Board, one Vice Chairman</u> <u>of the Board, one President, several number of</u> <u>Vice Presidents, Senior Managing Directors and</u> <u>Managing Directors may be appointed.</u> | Article 19 to 21 (Same as the present) Article 22. (Name of Offices of Director) By a resolution of the Board of Directors, one Chairman of the Board, one Vice Chairman of the Board, and one President may be appointed. |
| Article 23 to 25 (Omitted) | Article 23 to 25 (Same as the present) |
| (New Articles) | Article <u>26.</u> (Executive Officers) By a resolution of the Board of Directors, Executive Officers may be appointed to execute the operations of this Company. Executive Officer can concurrently serve as Director. By a resolution of the Board of Directors, one President, several number of Vice Presidents, Senior Managing Executive Officers and Managing Executive Officers may be appointed. |
| Article $\underline{26}$ to $\underline{37}$ (Omitted) | Article $\underline{27}$ to $\underline{38}$ (Same as the present) |

Proposal 3: Election of eight Directors.

The term of office of all seven Directors will expire at the close of this Ordinary General Meeting of Shareholders in accordance with Article 20 of the Article of Incorporation,. Accordingly, shareholders are requested to elect eight (8) Directors, increased by one.

The candidates for Director positions are as follows:

| Candidate No. | Name (Date of Birth) | Summ | ary of career, Title, and Area(s) of Responsibility | | |
|---|---|---|--|--|--|
| | Michio Takeshita | Apr. 1973 | Joined the Company | | |
| | (Dec. 16, 1950) | Jun. 2001 | Executive Officer | | |
| | | Apr.2005 | Executive Officer, General Manager of Energy & | | |
| | <to be<="" td=""><td></td><td>Environment Div. and Procurement & Logistics Div.</td></to> | | Environment Div. and Procurement & Logistics Div. | | |
| | re-elected> | Jun. 2005 | Managing Executive Officer, General Manager of Energy & Environment Div. and Procurement & Logistics Div. | | |
| | | June 2008 | Director | | |
| | | Apr. 2009 | Senior Managing Executive Officer, Group CFO, and General Manager of Corporate Planning & Administration Office, with responsibility for UBE Group Shared Service Center | | |
| | | Apr. 2010 | President & Representative Director, President & Executive Officer, and Group CEO | | |
| | | Apr. 2015 | Chairman of the Board of Directors & Representative Director | | |
| | | Jun. 2015 | Chairman of the Board of Directors (current position) | | |
| | [Shares of the Company's stock owned] 126,000 | | | | |
| 1 | [Attendance at the meetings of Board of Directors in 110th fiscal year] 13/13 (100%) | | | | |
| | | | his Ordinary General Meeting of Shareholders)] 8 years | | |
| | [Special interests b | etween the Ca | andidate and the Company] | | |
| | There is no specia | l interest betv | veen Mr. Michio Takeshita and the Company. | | |
| | [Important concurr | | None | | |
| | | | candidate for Director] | | |
| materials, and energy & environment division, ar Director (Group CEO), Chairman of the Board He has extensive knowledge and experience as Chairman of the Board of Directors with deep | | e experience in the business of chemicals, construction ment division, and has held President & Representative an of the Board of Directors successively since 2010. Ind experience as chief executive, and has been served ectors with deep knowledge and understanding of the d the strengthening of corporate governance of the | | | |
| | Based on his exter him as director bec a full role as dire execution, and the | ause the Boar ector in decic strengthening | nce, the Board of Directors has decided to re-nominate rd of Directors determined that he will continuously play ling important matters of, supervision of management g of corporate governance of the Company group, taking business management career. | | |

| Candidate No. | Name (Date of Birth) | Summ | ary of career, Title, and Area(s) of Responsibility | | | |
|------------------|---|--|---|--|--|--|
| | Yuzuru Yamamoto (Mar. 8, 1953) <to be<="" td=""><td>Apr. 1977 Jun. 2001 Jun. 2003</td><td>Joined the Company Executive Officer, Ube Machinery Corporation, Ltd. Executive Officer, General Manager of Machinery Div., Machinery & Metal Products Company,</td></to> | Apr. 1977 Jun. 2001 Jun. 2003 | Joined the Company Executive Officer, Ube Machinery Corporation, Ltd. Executive Officer, General Manager of Machinery Div., Machinery & Metal Products Company, | | | |
| | re-elected> | Apr. 2007 | Ube Industries, Ltd., and Representative Director, Ube Machinery Corporation, Ltd. Managing Executive Director, Company Vice President of Machinery & Metal Products Company, | | | |
| | | Aug. 2010 | and General Manager of Machinery Div., Ube Industries, Ltd. | | | |
| | | Apr. 2010 | Senior Managing Executive Officer and Company President of Machinery & Metal Products Company, Ube Industries, Ltd. | | | |
| | | Jun. 2010 | Chairman of the Board, Ube Machinery Corporation, Ltd. Resigned (June 2013) | | | |
| | | Apr. 2013 | Senior Managing Executive Officer, Special Assistant to the President, Group CCO, and General Manager of Procurement & Logistic Div., with the responsibility for General Affairs & Human Resources Office | | | |
| | | Jun. 2013 Apr. 2015 | Representative Director President & Representative Director, President & | | | |
| 2 | | | Executive Officer, and Group CEO (current position) | | | |
| 2 | [Shares of the Com | [Shares of the Company's stock owned] 106,000 | | | | |
| | | | oard of Directors in 110th fiscal year] 13/13 (100%) | | | |
| | | | is Ordinary General Meeting of Shareholders)] 3 years | | | |
| | | | ndidate and the Company] | | | |
| | | | reen Mr. Yuzuru Yamamoto and the Company. None | | | |
| | [Important concurrent positions] None [Reason for the nomination as a candidate for Director] | | | | | |
| | Since joining the Company, Mr. Yuzuru Yamamoto has extensive experience in the | | | | | |
| | business of machinery division, and also has rich experience and enough of a track record | | | | | |
| | | | d served as Representative Director of Ube Machinery | | | |
| | division's business. | ince 2003, an | d achieved to ensure constant profitability of machinery | | | |
| | | 2013, he has l | been involved in the whole management of the Company | | | |
| | | group as Special Assistant to the President, and from 2015, he has been serving as | | | | |
| | President & Representative Director, and demonstrating with strong leadership to play a rela in the company's group menagement to achieve a desirable form of the Company. | | | | | |
| | role in the company's group management to achieve a desirable form of the Company group that "generates overall expansion with differentiated chemical businesses driving | | | | | |
| | growth and non-chemical business adding stability to earning." | | | | | |
| | him as director beca to carry out a new r | ause the Boar medium-term | ice, the Board of Directors has decided to re-nominate and of Directors determined that he is qualified for leader management plan named "Change & Challenge 2018", | | | |
| | starting from fiscal | year 2016. | | | | |

| Candidate No. | Name (Date of Birth) | Summa | ary of career, Title, and Area(s) of Responsibility |
|------------------|---|-----------------|---|
| | Hideyuki Sugishita | Apr. 1977 | Joined the Company |
| | (Apr. 15, 1954) | Apr. 2007 | Executive Officer, General Manager of Production |
| | | 1 | Center, Production & Technology Div. and General |
| | <to be<="" td=""><td></td><td>Manager of Ube Chemical Factory</td></to> | | Manager of Ube Chemical Factory |
| | re-elected> | Apr. 2009 | Managing Executive Officer, General Manager of Production & Technology Div. |
| | | Apr. 2011 | Managing Executive Officer, Company President of Chemicals & Plastics Company and General Manager of Europe Operational Unit. |
| | | Apr. 2012 | Senior Managing Executive Officer and Company President of Chemicals & Plastics Company |
| | | Apr. 2013 | Senior Managing Executive Officer and Company President of Specialty Chemicals & Products |
| | | Apr. 2015 | Company Senior Managing Executive Officer and Company President of Chemicals Company |
| | | | (current position) |
| | | Jun. 2015 | Representative Director |
| 3 | | | (current position) |
| | [Shares of the Comp | | |
| | | | ard of Directors in 110th fiscal year] 10/10 (100%) |
| | [Years in office (at the | ne close of thi | s Ordinary General Meeting of Shareholders)] 1 year |
| | | | ndidate and the Company] |
| | | | een Mr. Hideyuki Sugishita and the Company. |
| | [Important concurren | | None |
| | | | andidate for Director] |
| | | | nsive experience in the business of chemical division, |
| | | | ortant positions of chemical division such as General |
| | | | y, General Manager of Production & Technology Div. |
| | | | g as Company President of Chemicals Company and |
| | | | ariety of measures for "business restructuring" and to |
| | | | ent of "chemical business for strong profitability". nined to re-nominate him as director because the Board |
| | | | an play a full role in deciding important matters and in |
| | | anagement ex | xecution of the Company group taking advantage of his |
| | | | |

| Candidate No. | Name (Date of Birth) | Summa | ary of career, Title, and Area(s) of Responsibility |
|------------------|---|-----------------|---|
| | Tadashi Matsunami | Apr. 1979 | Joined the Company |
| | (Sep. 3, 1954) | Apr. 2007 | Executive Officer, General Manager of Production & |
| | | - | Technology Div., Cement & Construction Materials |
| | <to be<="" td=""><td></td><td>Company, with responsibility for Material Recycle</td></to> | | Company, with responsibility for Material Recycle |
| | re-elected> | | Div. |
| | | Apr. 2009 | Executive Officer, Company Vice President of Cement |
| | | | & Construction Materials Company and General |
| | | | Manager of Cement Dept., with responsibility for |
| | | | Group Company Dept., Resources & Products Div. |
| | | Apr. 2011 | Managing Executive Officer, Company President of |
| | | | Cement & Construction Materials Company and |
| | | A | General Manager of Cement Dept. |
| | | Apr. 2015 | Senior Managing Executive Officer, Company |
| | | | President of Cement & Construction Materials |
| | | Jun. 2015 | Company Director |
| | | Juli. 2013 | (current position) |
| | | Apr. 2016 | Senior Managing Executive Officer, Company |
| | | 11pi. 2010 | President of Cement & Construction Materials |
| | | | Company and General Manager of Cement Dept. |
| 4 | | | (current position) |
| т | [Shares of the Compa | any's stock ov | |
| | [Attendance at the m | eetings of Bo | ard of Directors in 110th fiscal year] 10/10 (100%) |
| | [Years in office (at th | e close of this | s Ordinary General Meeting of Shareholders)] 1 year |
| | | | didate and the Company] |
| | There is no special | interest betwe | en Mr. Tadashi Matsunami and the Company. |
| | [Important concurren | | None |
| | [Reason for the nomi | | |
| | | | sive experience in the business of construction materials |
| | | | d important positions of construction materials division |
| | | nager of Kan | da Cement Factory, General Manager of Production & |
| | Technology Div | haan carrin | g as Company President of Cement & Construction |
| | | | trating to promote a variety of measures to focus on |
| | | | division as a "core platform business with continuous |
| | growth". | | a core platorini business with continuous |
| | | ors has decid | ed to re-nominate him as director because the Board of |
| | | | play a full role in deciding important matters and in the |
| | | | ution of the Company group taking advantage of his |
| | extensive experience | | |
| | - | | |
| | | | |

| Candidate | Name | Summ | ary of career, Title, and Area(s) of Responsibility | |
|-----------|--|--|--|--|
| No. | (Date of Birth) Takashi Kusama | Apr. 1971 | Joined The Industrial Bank of Japan, Limited | |
| | (Jan. 8, 1949) | Jun. 1999 | Executive Officer, The Industrial Bank of Japan, Limited | |
| | <to be<="" td=""><td>Jun. 2000</td><td>Managing Director, Shinko Securities Co., Ltd.</td></to> | Jun. 2000 | Managing Director, Shinko Securities Co., Ltd. | |
| | re-elected> | Jun. 2003 | President and Representative Director, Shinko Securities Co., Ltd. | |
| | Outside Director candidate | May 2009 | Chairman of the Board, and Representative Director, Mizuho Securities Co., Ltd. | |
| | | Jun. 2011 | Advisor, Mizuho Securities Co., Ltd. (current position) | |
| | Independent | Jun. 2012 | Outside Auditor, WOWOW Inc. (current position) | |
| | Director candidate | Jun. 2013 | Outside Director of the Company (current position) | |
| | [Shares of the Com | pany's stock | | |
| | - | <u> </u> | Board of Directors in 110th fiscal year] 13/13 (100%) | |
| | | | his Ordinary General Meeting of Shareholders)] 3 years | |
| | | | andidate and the Company] | |
| | | | ween Mr. Takashi Kusama and the Company. | |
| | [Important concurr | 1 1 | | |
| | [Special relationship between the Company and entity where important concurrent | | | |
| | | | egarding independency] | |
| | There is no special relationship between WOWOW Inc., of which Mr. Takashi Kusama | | | |
| 5 | Mr. Kusama retired Bank, Ltd (then lender, quite a few Advisor, Mizuho S lead underwriter for however, Mizuho S lead underwriter for relationship betwee For the reasons st potential conflict o for Independent Di | I from office The Industri years ago (re ecurities Co., or issuance of Securities is to or issuance of m Mizuho Se tated above, f interest coul rector as prov | sition, and the Company. of Executing Officer (Executive Officer) of The Mizuho al Bank of Japan, Limited), one of Company's major tired on March 2000), and currently assumes the office of Ltd.("Mizuho Securities"). Mizuho Securities acts as a f the Company's straight bond for Company's financing, the one of the several securities corporations acting as a f such Company's bond. Therefore, there is no special curities and the Company. Mr. Kusama has sufficient independence such that no ld arise with general shareholders ,and meets requirement rided for the rules of Tokyo Stock Exchange, Inc., etc. | |
| | [Reason for the nomination as a candidate for Director] Mr. Takashi Kusama has been engaged in corporate management in the financial business for many years, having an extensive experience and excellent judgement in corporate management, and heightened perspective for promoting business. At the meeting of The Board of Directors, he has played a role in supervising over decision making of important matters and entire management of the Company, through providing helpful advices and comments actively from a viewpoint of chief executive, taking advantage of his business management career For the reasons stated above, The Board of Directors has decided to re-nominate him as outside director because the Board of Directors determined that he can effectively execute his duties as outside director and contribute sufficiently to the further enhancement of the entire business management system of the Company. | | | |

| Candidate No. | Name (Date of Birth) | Summary of career, Title, and Area(s) of Responsibility | | | |
|------------------|--|---|--|--|--|
| 110. | Keikou Terui (Jul. 27, 1953) | Apr. 1979 | Joined Ministry of International Trade and Industry (current Ministry of Economy, Trade and Industry | | |
| | <to be<br="">re-elected></to> | Jul. 2008 | (METI)) Director-General for Technology Policy Coordination, Minister's Secretariat, METI | | |
| | | Jan. 2011 | Director-General, Kanto Bureau of Economy, Trade and Industry, METI | | |
| | Outside Director candidate | Apr. 2012 | Director-General for Regional Economic and Industrial Policy, METI | | |
| | | Aug. 2013 | President, Japan Utility Telemetering Association. Non-Profit Organization (current position) | | |
| | Independent Director candidate | Oct. 2013 | Senior Research Associate, Chemicals Evaluation and Research Institute (current position) | | |
| | | Jun. 2014 | Outside Director of the Company (current position) | | |
| | | Mar. 2016 | Outside Director, Bridgestone Corporation (current position) | | |
| | [Shares of the Com | | owned] 23,000 | | |
| | | | Board of Directors in 110th fiscal year] 12/13 (92%) | | |
| | | | his Ordinary General Meeting of Shareholders)] 2 years andidate and the Company] | | |
| | | | ween Mr. Keikou Terui and the Company. | | |
| | [Important concurr | | | | |
| | Senior Research Associate, Chemicals Evaluation and Research Institute | | | | |
| 6 | Outside Director, Bridgestone Corporation [Special relationship between the Company and entity where important concurrent | | | | |
| | | | egarding independency] | | |
| | There is no special relationship between Chemicals Evaluation and Research Institute, of which Mr. Keikou Terui concurrently holds important position, and the Company. The company sells chemical products to Bridgestone Corporation, of which Mr. Terui | | | | |
| | concurrently assur | nes the offic | ce of Outside Director, however, there is no special | | |
| | For the reasons state conflict of interest | ted above, Mi t could arise | e Corporation and the Company. r. Terui has sufficient independence such that no potential with general shareholders ,and meets requirement for d for the rules of Tokyo Stock Exchange, Inc., etc. | | |
| | Mr. Keikou Terui i Ministry of Econor environment safet chemical industries industrial policy a Directors, he has p and entire manag comments actively Even though he h outside director, the director because th outside director of | successively ny, Trade and y of chemic s, having an o nd industrial layed a role i gement of the taking advan as not been he Board of D the Company | candidate for Director] held important posts related to chemical technologies in a Industry for many years and has engaged in product and al material, and the development of domestic heavy comprehensive knowledge and experience in the field of science technology. At the meeting of The Board of in supervising over decision making of important matters be Company, through providing helpful advices and tage of his above career engaged in corporate management except for acting as Directors has decided to re-nominate him as outside birectors determined that since assuming the office of the y, he has contributed sufficiently to the further functional irectors, and can effectively execute his duties as outside | | |

| Candidate No. | Name (Date of Birth) | Summ | nary of career, Title, and Area(s) of Responsibility | | |
|--|---|--|---|--|--|
| | Takashi Shoda (Jun 21, 1948) | Apr. 1972 Jun. 1999 | Joined Sankyo Co., Ltd. Senior General Manager of International Pharmaceutical Division & General Manager of | | |
| | <to be<br="">re-elected></to> | Jun. 2001 Jun. 2002 | Europe Department, Sankyo Co., Ltd. Director, Sankyo Co., Ltd. Managing Director, Sankyo Co., Ltd. | | |
| | Outside Director candidate | Jun. 2003 | President and Representative Director, Sankyo Co., Ltd. President & CEO, and Representative Director, Daiichi | | |
| | | Sep. 2005 Jun. 2010 | Sankyo Co., Ltd. Representative Director and Chairman, Daiichi Sankyo | | |
| | Independent Director candidate | Jun. 2014 | Co., Ltd. Senior Corporate Adviser, Daiichi Sankyo Co., Ltd. (current position) | | |
| | | Jun. 2015 | Outside Director of the Company (current position) | | |
| l | [Shares of the Com [Attendance at the | | owned]10,000Board of Directors in 110th fiscal year]10/10 (100%) | | |
| | | | his Ordinary General Meeting of Shareholders)] 1 year | | |
| | [Special interests between the Candidate and the Company] There is no special interest between Mr. Takashi Shoda and the Company. | | | | |
| 7 | [Important concurrent positions] None | | | | |
| / | [Special relationship between the Company and entity where important concurrent positions are held, and matters regarding independency] | | | | |
| | The company sel Sankyo"), of white | Ils pharmaceutical products to Daiichi Sankyo Co., Ltd.("Daiichi ch Mr. Takashi Shoda concurrently assumes the office of Senior r however there is no special relationship between Daiichi Sankyo | | | |
| | Corporate Adviser, however, there is no special relationship between Daiichi Sankyo and the Company. | | | | |
| | For the reasons s potential conflict o | f interest cou | 6 | | |
| For the reasons stated above, Mil. Shoud has sufficient independent line of interest could arise with general shareholders for Independent Director as provided for the rules of Tokyo Stock [Reason for the nomination as a candidate for Director] Mr. Takashi Shoda has been engaged in the management of I executive for many years, and made a significant contribution to g of Daiichi Sankyo, having an extensive experience and excellent management, and rich knowledge about global management of Ja the meeting of The Board of Directors, he has played a role in su making of important matters and entire management of the Com helpful advices and comments actively from a viewpoint of advantage of his business management career For the reasons stated above, The Board of Directors has decide outside director because the Board of Directors determined execute his duties as outside director and contribute sufficient cancer of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business management system of the Comment of the entire business mana | | ngaged in the management of Daiichi Sankyo as chief hade a significant contribution to globalization of business ktensive experience and excellent judgement in corporate ge about global management of Japanese company. At rectors, he has played a role in supervising over decision d entire management of the Company, through providing a actively from a viewpoint of chief executive, taking gement career he Board of Directors has decided to re-nominate him as Board of Directors determined that he can effectively e director and contribute sufficiently to the further | | | |

| Candidate No. | Name (Date of Birth) | Summ | ary of career, Title, and Area(s) of Responsibility | | |
|------------------|--|--|--|--|--|
| | Mahito Kageyama | Apr. 1972 | Joined The Sanwa Bank, Ltd. | | |
| | (Jan. 28, 1949) | Jun. 1999 | Executive Officer & Head of Investment Banking | | |
| | | | Group Global Finance & Investment Banking | | |
| | <to be<="" td=""><td></td><td>Division, The Sanwa Bank Ltd.</td></to> | | Division, The Sanwa Bank Ltd. | | |
| | re-elected> | Jan. 2002 | Senior Executive Officer & Head of Global Banking | | |
| | | | & Trading Division, UFJ Bank Ltd. | | |
| | | | Resigned (February 2003) | | |
| | Outside Director | Jun. 2003 | Director and President, TOMEN Corporation | | |
| | candidate | Apr. 2006 | Representative Director and Executive Vice President, | | |
| | | | Toyota Tsusho Corporation | | |
| | | | Resigned (June 2008) | | |
| | Independent | Jun. 2008 | Chairman of the Board, and Representative Director, | | |
| | Director candidate | | TOMEN ELECTRONICS CORPORATION | | |
| | | I 2010 | Resigned (June 2010) | | |
| | | Jun. 2010 | CORPORATE Auditor, Toyota Tsusho Corporation | | |
| | | T 1 2012 | Resigned (June 2013) | | |
| | | Jul. 2013 | Advisor, Toyota Tsusho Corporation | | |
| | | Jun 2015 | (current position) | | |
| | | Jun. 2015 | Outside Director of the Company | | |
| | [Shares of the Com | nonvia stoply s | (current position) | | |
| | | | | | |
| | [Attendance at the meetings of Board of Directors in 110th fiscal year] 9/10 (90%) | | | | |
| | | the close of this Ordinary General Meeting of Shareholders)] 1 year | | | |
| | [Special interests between the Candidate and the Company] There is no special interest between Mr. Mahito Kageyama and the Company. | | | | |
| 8 | [Important concurrent positions] None | | | | |
| 0 | [Special relationship between the Company and entity where important concurrent | | | | |
| | positions are held, and matters regarding independency] | | | | |
| | Mr. Mahito Kageyama retired from office of Executing Officer (Senior Executive | | | | |
| | Officer) of The Bank of Tokyo-Mitsubishi UFJ, Ltd. (then UFJ Bank Ltd.), one of | | | | |
| | Company's major lender, quite a few years ago (retired on February 2003), and currently | | | | |
| | assumes the office of Advisor, Toyota Tsusho Corporation ("Toyota Tsusho"). The | | | | |
| | company sells chemical products to Toyota Tsusho, however, there is no special | | | | |
| | relationship between Toyota Tsusho and the Company. | | | | |
| | For the reasons stated above, Mr. Kageyama has sufficient independence such that no | | | | |
| | potential conflict of interest could arise with general shareholders, and meets requirement | | | | |
| | for Independent Director as provided for the rules of Tokyo Stock Exchange, Inc., etc. | | | | |
| | | | | | |
| | | | candidate for Director] | | |
| | Mr. Mahito Kagey | ama has be | en engaged in corporate management at both major | | |
| | | | company as chief executive, having rich experience in | | |
| | | | extensive experience as chief executive in corporate | | |
| | | | of The Board of Directors, he has played a role in | | |
| | | | ng of important matters and entire management of the | | |
| | | Company, through providing helpful advices and comments actively from a viewpoint of | | | |
| | | | e of his business management career | | |
| | | | e Board of Directors has decided to re-nominate him as | | |
| | | | oard of Directors determined that he can effectively | | |
| | | | director and contribute sufficiently to the further | | |
| | enhancement of the | entite ousine | ss management system of the Company. | | |
| Notes: | I | | | | |
| | 1 . 1. | | mont with Mr. Takashi Kusama, Mr. Kaikau Tarui, Mr. | | |

- The Company has entered into an agreement with Mr. Takashi Kusama, Mr. Keikou Terui, Mr. Takashi Shoda and Mr. Mahito Kageyama in which the liability for damages under Article 423, Paragraph 1 of the Companies Act is limited to the minimum amounts specified in each item of Article 427, Paragraph 1 of the Companies Act.
- 2. The Company has designated and registered Mr. Takashi Kusama, Mr. Keikou Terui, Mr. Takashi Shoda and Mr. Mahito Kageyama as Independent Director with no potential conflict of interest with general shareholders, as provided in the rules of Tokyo Stock Exchange, Inc., etc.

Proposal 4: Election of one Auditor.

The term of office of Statutory Auditor, Mr. Setsuro Miyake will expire at the close of this Ordinary General Meeting of Shareholders in accordance with Article 28 of the Article of Incorporation. Accordingly, this Company proposes to elect one (1) Statutory Auditor.

This proposal is made with the consent of the Board of Auditors.

The candidate for Statutory Auditor positions are as follows:

| Candidate | Name | Summary of career, Title, Area(s) of Responsibility, and | | | |
|-----------|---|--|--|--|--|
| No. | (Date of Birth) | Important Concurrent Positions in other organization. | | | |
| | Setsuro Miyake | Apr. 1976 Joined the Company | | | |
| | (Feb.3, 1954) | Apr. 2006 General Manager of Accounting Dept. of Corporate | | | |
| | | Planning & Administration Office | | | |
| | <to be<="" td=""><td>Jun. 2011 Auditor</td></to> | Jun. 2011 Auditor | | | |
| | re-elected> | (current position) | | | |
| | [Shares of the Com | pany's stock owned] 50,000 | | | |
| | [Attendance at the | meetings of Board of Auditors in 110th fiscal year] 8/8 (100%) | | | |
| | [Attendance at the | meetings of Board of Directors in 110th fiscal year] 13/13 (100%) | | | |
| | [Years in office (at | the close of this Ordinary General Meeting of Shareholders)] 5 years | | | |
| _ | [Special interests b | etween the Candidate and the Company] | | | |
| 1 | There is no specia | l interest between Mr. Setsuro Miyake and the Company. | | | |
| | [Important concurr | [Important concurrent positions] None | | | |
| | [Reason for the nomination as a candidate for Director] | | | | |
| | Mr. Setsuro Miya | ke held the position of General Manager of Accounting Dept. of | | | |
| | Corporate Planning | g & Administration Office, having long-year experience in accounting | | | |
| | Dept. and a great d | eal of expertise in corporate accounting. | | | |
| | The Board of Dire | ctors has decided to re-nominate him as auditor because the Board of | | | |
| | | ed that he can play a full role in conducting audit from a neutral and | | | |
| | | ve and contribute sufficiently to ensure the health of the Company's | | | |
| | • | ng advantage of his business career and expertise in corporate | | | |
| | accounting. | | | | |
| | | | | | |

Proposal 5: Election of one alternate outside Auditor.

In case that the Company lacks the necessary number of outside Statutory Auditors required by law or ordinance, shareholders are requested to elect one (1) alternate outside Auditor in advance.

This proposal is made with the consent of the Board of Auditors.

The candidate for alternate outside Auditor position is as follows:

| Candidate | Name | Summary of career, Title, Area(s) of Responsibility, and | | |
|-----------|--|--|---|--|
| No. | (Date of Birth) | Important | Concurrent Positions in other organization. | |
| | Daisuke Koriya | Apr. 1993 | Joined, Ministry of International Trade and Industries | |
| | (Aug. 29, 1970) | | (current Ministry of Economy, Trade and Industry) | |
| | | Apr. 1998 | Assistant Manager, New Industries Dept., Industrial | |
| | <to be<="" td=""><td></td><td>Policy Bureau of Ministry of International Trade and</td></to> | | Policy Bureau of Ministry of International Trade and | |
| | re-elected> | | Industry | |
| | | Oct. 2000 | Civil Affairs Bureau, the Ministry of Justice (in charge | |
| | Outside Auditor | | of Commercial Law and Company Act) | |
| | candidate | Sep. 2007 | Registered as an attorney (Daiichi Tokyo BAR | |
| | | | Association), and joined Nishimura & Asahi | |
| | | Jan. 2011 | Partner, Nishimura & Asahi | |
| | | | (current position) | |
| | | | | |
| | [Shares of the Com | | | |
| 1 | | ial interests between the Candidate and the Company] | | |
| 1 | * | al interest between Daisuke Koriya and the Company. | | |
| | [Important concurr | 1 . | | |
| | | [Special relationship between the Company and entity where important concurrent positions are held, and matters regarding independency] | | |
| | | | ip between the important concurrent positions of Mr. | |
| | | | any, and no potential conflict of interest could arise with | |
| | general shareholde | | | |
| | | | | |
| | [Reason for the nor | mination as a | candidate for Director] | |
| | | f Directors decided to nominate Mr. Daisuke Koriya as an alternate outside use the Company has determined that he is able to contribute sufficiently to | | |
| | | | | |
| | | | ting advantage of his acquired knowledge and experiences | |
| | through his profess | sional career a | as attorney at law | |
| | | | | |

Note:

1. In the event that Mr. Daisuke Koriya becomes an outside Auditor, the Company will enter into an agreement with him in which the liability for damages under Article 423, Paragraph 1 of the Companies Act is limited to the minimum amounts specified in each item of Article 427, Paragraph 1 of the Companies Act.

Proposal 6:Revisions to the amount and details of the stock option compensation, etc. for Directors.

The monthly amount of Directors' remuneration, etc. (excluding Outside Directors' remuneration, etc.) were settled within the aggregate amount of ¥60 million per month according to the approval at the 83th Ordinary General Meeting of Shareholders held on June 29 1989, and in addition to the monthly amount of Directors' remuneration, etc., the amount of remuneration, etc. with regard to the Stock Acquisition Rights allotted to directors as stock option were settled within ¥100 million per year according to the approval at the 100th Ordinary General Meeting of Shareholders held on June 29 2006.

According to the approval at the Ordinary General Meeting of Shareholders described above as to the amount of remuneration, etc. with regard to the Stock Acquisition Rights, the Company had already decided to allot Stock Options for the stock-linked remuneration plan with paid-in capital of 1 yen per stock delivered upon the exercise of Stock Acquisition Rights. The aim of this move was to raise the directors' motivation and morale in order to improve the Company's stock price and business performance by linking a portion of the remuneration of its Directors (excluding Outside Directors) to the stock price so that they share a greater common interest with the Company's shareholders.

As for the amount of remuneration, etc. with regard to the Stock Acquisition Rights, for the purpose of further increasing the link between the remuneration of its Directors (excluding Outside Directors) and its medium and long-term business performance and corporate value, The Company will seek approval of increase of the amount of the stock option remuneration, etc. for the Directors in order to vary the number of stock options allotted to directors (excluding Outside Directors) in the fiscal year following the end of the relevant period of the Medium-Term Management Plan according to the level of achievement of certain key indicators set forth by the Company under the plan.

It is hereby proposed that the amount of Directors' remuneration, etc. with regard to the Stock Acquisition Rights allotted to Directors (excluding Outside Directors) as stock option, which were settled within ± 100 million per year according to the approval at the 100th Ordinary General Meeting of Shareholders, in addition to the monthly amount of Directors' remuneration, etc, described above according to the approval at the 83th Ordinary General Meeting of Shareholders, shall revise to increase within the amount of ± 130 million per year, and the details of the Stock Options allotted to Directors (excluding Outside Directors) as stock option shall revise as follows.

The Stock Options is "Stock Options for the stock-linked remuneration" as described above, and the amount of remuneration thereof is determined with due consideration for the contribution of the Directors (excluding Outside Directors) to the business performance to the Company and other various circumstances, therefore, the Company believes that the details of the Stock Options are reasonable and appropriate.

The Stock Acquisition Rights as Stock Option are scheduled to be paid by offsetting the claim for remuneration, etc. held by Directors (excluding Outside Directors) against Stock Acquisition Rights to be allocated according to Proposal 6, instead of payment of the paid-in value determined with the fair market value as a benchmark in allocation the Stock Acquisition Rights.

The Company currently has eight (8) Directors (including four (4) Outside Directors), if Proposal 3 is approved, the number of the Directors will not change.

Notes.

Specific Details and Upper Limit Number of Stock Acquisition Rights as Stock Options

① Type and Number of Stock s That Are the Object of Stock Acquisition Rights

The type of shares that are the object of Stock Acquisition Rights shall be ordinary shares of the Company. The number of shares for each Stock Acquisition Right ("Number of Granted Shares") shall be 1000 shares. However, if a share-split (includes gratis allotment of ordinary shares of the Company; the same shall apply below regarding the descriptions of share-split) or a reverse share-split is conducted for ordinary shares of the Company on or after the date of resolution of this proposal ("Resolution Date"), the Number of Granted Shares shall be adjusted by applying the following formula, with fractions of less than one share rounded down to the nearest one share.

Pt= $A \times B$ where: Pt = Number of Granted Shares after adjustment A = Number of Granted Shares before adjustment B = Ratio of share-split/reverse share-split

In addition to the above case, in the event that an adjustment of the Number of Granted Shares is necessary on or after the Resolution Date in the case that the Company implements a merger, a company split, or an equivalent case, the Company shall carry out the adjustment appropriately to the extent deemed reasonable. In the event that the Company changes the number of its ordinary shares in a trading unit (excludes where a share-split or reverse share-split is involved; the same applies to descriptions of the number of shares in a trading unit below) on or after the Resolution Date, the Company may make a reasonable adjustment to the Number of Granted Shares proportional to the relevant change in the number of shares in a trading unit with respect to the Stock Acquisition Rights resolved for issuance by the Board of Directors on or after the effective date of the relevant change in the number of shares in a trading unit.

② Total Number of Stock Acquisition Rights

The total number of 240 Stock Acquisition Rights to be allotted to the directors (excluding outside directors) shall be the maximum number of Stock Acquisition Rights allotted on a date within one year of the date of the Ordinary General Meeting of Shareholders relating to each business year. However, in the event that the Number of Granted Shares is adjusted in conjunction with a change in the number of the Company's ordinary shares in a trading unit, the Company may make a reasonable adjustment to the total number of Stock Acquisition Rights proportional to the relevant adjustment.

③ Paid-in Value of Stock Acquisition Rights

The paid-in value of each Stock Acquisition Right shall be the amount determined by the Board of Directors based on the fair value of the Stock Acquisition Rights calculated using a fair calculation method such as the Black-Scholes model upon the allotment of the Stock Acquisition Rights.

④ Amount of Assets Contributed on Exercise of Stock Acquisition Rights

The amount of assets contributed upon exercise of each Stock Acquisition Right is calculated by multiplying the paid-in value of 1 yen per share delivered upon exercise of each Stock Acquisition Right by the Number of Granted Shares.

(5) Exercise Period of the Stock Acquisition Rights

The exercise period of the Stock Acquisition Rights shall be within 25 years from the next day of the date when the Stock Acquisition Rights are allotted and shall be determined by the Board of Directors.

- 6 Restriction on Acquiring Stock Acquisition Rights by Assignment Acquisition of Stock Acquisition Rights by assignment shall require approval by a resolution of the Board of Directors.
- ⑦ Conditions for Exercise of Stock Acquisition Rights

A holder of Stock Acquisition Rights may exercise Stock Acquisition Rights from the next day when such holder no longer holds a position as a Director and/or an Executive Officer. Other conditions for the exercise of Stock Acquisition Rights shall be determined by the Board of Directors.

(Reference)

The Company intends to issue Stock Acquisition Rights with the same details as the Stock Acquisition Rights described above to its Executive Officers after the conclusion of the Ordinary General Meeting of Shareholders.

End of Document