



Applying Assets Accumulated to Create New Value

UACJ Assets

	Offensive assets	Defensive assets
Manufacturing Capability	Technology Development Division that performs innovative product/technology development ▶pp. 27-28, p. 59	Stable supply system that satisfies our supply responsibility according to our BCP and in the event of emergencies ▶p. 40
	Some of the world's biggest and top-class production facilities ▶p. 1	Quality management activities that respond to strict quality requirements ▶p. 40
	Optimum production system that raises productive efficiency and cost competitiveness ▶pp. 37-38	Measures to increase customer satisfaction by improving quality, etc. ▶p. 40
Employee development	Fostering global human resources that are the source of Company strength ▶p.36, p. 41	Ensuring occupational safety and providing a safe working environment for employees ▶p. 41
	Passing on skills that ensure sustainable innovation ▶p.38, p. 41	
	Promoting diversity by utilizing a variety of human resources to achieve Company growth ▶p.38, p. 41	
Environmental initiatives	Develop products that contribute to reducing the environmental burden ▶pp. 27-28	Management system to promote environmental activities ▶Website (Sustainability)
		Energy savings to contribute to prevent global warming ▶p. 42
		Chemical substance control to reduce environmental risk ▶p. 42
		Waste reduction activities to enable continuing zero emissions ▶p.34, p. 42
Corporate governance	Corporate governance as the basis for creating corporate value ▶pp. 43-46	

As a major aluminum supplier from Japan, the UACJ Group is creating new value and building the trust of global society through its technological and manufacturing prowess, while promoting corporate management that harmonizes with the global environment and regional societies. To enable the entire Group to achieve those initiatives, we rely on fostering human resources capable of creating value and creating work environments where each person can effectively draw on his/her own abilities.

Manufacturing Capability



We are working to provide manufacturing that meets customers' needs, leveraging industry-leading R&D systems and manufacturing facilities

Quality Control

The UACJ Group has set up quality control groups at each business: flat-rolled products, extrusion, foil, casting and forging, copper tubing, and precision-machined components. The heads of each organization are working with the Technology Department to create systems that promote quality control activities. We set yearly quality control policies for the Group as a whole, and based on those policies, we have clarified product quality goals and key issues that need to be addressed. In this way, we are rolling out measures to improve product quality. In fiscal 2016, as the result of initiatives to address key issues, there were fewer claims and complaints.

UACJ and individual Group companies have received international certification for quality management systems, and we practice quality control in accordance with the certification requirements. For those Group companies that have not yet received certification, the Technology Department is supporting their management in line with the requirements for international certification.



Improving Customer Satisfaction

The UACJ Group places importance on customer communication, and increasing customer satisfaction is part of the Management Philosophy and Basic Quality Policy. We regularly conduct a customer satisfaction survey as well as hold meetings with our customers to directly hear their opinions and requests. Claims from customers are shared within the Group to prevent the occurrence of similar incidents. In addition, through the "Contact Us" page on our website we receive technical questions from customers in Japan and overseas, to which we swiftly and accurately respond, while also incorporating this feedback into new product development.



Stable Supply

UACJ is formulating business continuity plans (BCPs) to enable continued provision of products and services or to ensure that operations recover quickly in the case of an emergency, such as a large earthquake or the outbreak of a new influenza virus. We are creating a system to reduce the damage by preventing secondary damage and to engage in recovery as soon as possible. This involves setting up an emergency contact network and implementing the Employee Safety Check System, in order to understand the extent of the damage at the affected sites, secure the necessary personnel, and provide support and disaster relief as soon as possible.

Employee Development



We are working to create a considerate work environment to harness the manufacturing capabilities held by a diverse group of human resources

Promoting Diversity

Recently, in line with accelerating global expansion and entering new fields to grow our business, we think it is crucial to fully harness the manufacturing capabilities held by a diverse group of employees without regard to gender, age, nationality, or disability.

We are working to train motivated personnel without regard to nationality, such as sending Japanese employees to the newly added UACJ Automotive Whitehall Industries, Inc. of the US and holding business training programs for managers of our Thai subsidiary.

To ensure that our employees have a healthy work-life balance, we are setting up various systems. By creating an environment that is easy to work in, we aim to increase the ratio of women hired as new recruits and the number of women in management positions. In fiscal 2017, the percent of women hired as new recruits was 43% for administrative positions and 7% for engineering positions. As of the end of fiscal 2016, the number of women in management positions increased by 13 compared to the previous year.

Efforts to Pass on Skills

To maintain the quality of our products and continually improve productivity, it is crucial to pass down to the next generation the spirit, skills, and expertise cultivated over many years.

In preparation for the mass retirement of skilled workers, since 2004 the UACJ Group has been implementing measures to pass down the skills, intuition, and know-how of experienced employees, mainly at the Nagoya Works. In fiscal 2016, we launched similar initiatives at the Fukui Works, and are considering rolling out this program to other sites. We are also actively promoting the rehiring of retired employees to ensure that the skills, techniques, and expertise of these experienced professionals are passed down to the next generation.

Ensuring Occupational Safety and Health

The UACJ Group is creating a health and safety management system that is overseen by general safety and health managers at each business site. The Safety and Health Committee has been established as the main organization in charge, and is chaired by the director in charge of safety and health. Other committee members include full-time directors, general plant managers, and presidents of key Group companies. Meetings are held once a year. At the Safety and Health Committee meeting held in January 2017, the summary of fiscal 2016 was reported, followed by a discussion and approval of the policies on health and safety activities for fiscal 2017.

UACJ's four key manufacturing sites have implemented a labor safety and health management system and are working to achieve "zero risk of accidents in the workplace." In addition, the UACJ Group has introduced health and safety education in its stratified training. As a result of these initiatives, there were 22 industrial accidents in fiscal 2016, with the ratio of accidents requiring time off from work at 0.66, and a total ratio of 0.88.

Conveying the fun and joy of work to children

Mihoko Oshima

Manager of Global Business Strategy Department, Legal Affairs Group



I entered UACJ in 2016, and my work mainly involves creating compliance systems and drafting contracts for overseas Group companies. Due to the nature of my work, I am often communicating with people overseas and in different time zones, so arranging my work schedule requires a lot of effort. I have a two-year-old son and both my husband and I work, so my boss and colleagues have been helping me with my family daily. I work hard at my job every day, hoping that one day my son will tell me, "your work seems challenging but fun!"

Environmental Initiatives



We are working to lessen the environmental burden, pursuing manufacturing that leads to a more sustainable society

Preventing Global Warming

UACJ's domestic production volume fell slightly due to reallocating the product mix between our domestic manufacturing sites, but our CO₂ emissions and energy consumption increased slightly year on year, and CO₂ emissions per unit of production rose year on year.

We will continue to pursue energy efficiency in the manufacturing process, such as by using joint delivery in collaboration with industry peers, reviewing various equipment at our manufacturing sites, and switching over to LNG as our fuel source, which has lower CO₂ emissions than heavy fuel oil.

Reducing Waste

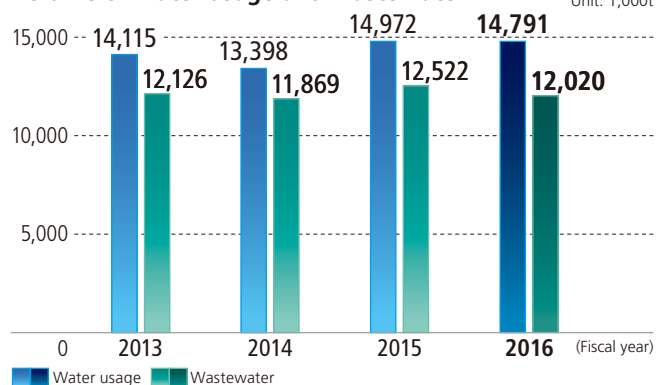
The UACJ Group is working to reduce industrial waste toward achieving the goal of zero emissions. We set up industrial waste subcommittees at business sites with large volumes of waste and shared information to help optimize waste minimization and management. In line with a decrease in production in fiscal 2016, the volume of waste fell 9.9% year on year.

UACJ proactively recycles aluminum cans, and is pursuing further initiatives using technology shared by Tri-Arrows Aluminum Inc., which has particularly advanced initiatives.



We consider water an important resource, and are conscious of the amount of water usage by source at each business site. We also manage wastewater by water stream.

Volume of water usage and wastewater Unit: 1,000t



Note: Figures for the first half of fiscal 2013 figures are totals for the former two companies. Operating performance figures after that date are for UACJ.

Preventing Environmental Pollution

The UACJ Group has established voluntary emissions targets for air, water, and soil pollutants that result from production, and is committed to meeting these targets. These targets are stricter than those required by laws, regulations, and agreements.

We strictly manage chemical substances that have a large impact on the environment, such as substances specified under the Pollutant Release and Transfer Register (PRTR) Law and volatile organic compounds (VOCs), and strive to reduce the use of these substances.

Improving corporate value continuously through the pursuit of an optimal governance system



Enhanced Information Sharing with Outside Directors for More Productive Discussions

—How is UACJ's corporate governance progressing?

Yamauchi: Since enactment of Japan's Corporate Governance Code in June 2015, we have been progressing with the reinforcement of governance based on those principles. As part of our effort, we asked all directors and auditors to participate in another survey in fiscal 2016, the purpose of which was to evaluate the effectiveness of the Board of Directors. Opinions and suggestions collected are being used to improve how the Board of Directors operates.

Sugiyama: We have a very lively question-and-answer session at every board meeting.

Yamauchi: I feel that there is little input from inside directors when comparing that of the outside auditors, who are particularly active when it comes to taking part in questions and providing input. Naturally, behind this, inside directors have already attended a number of meetings where issues are discussed extensively. By the time the subject is brought up in a board meeting, there is little room for them to explore the issue further.

Suzuki: We outside directors have opportunities to attend various internal meetings and believe that we



understand internal views to some extent. On the other hand, outside auditors are not aware of these prior processes as their role is monitoring management from a detached point of view. It is natural that there are many questions and different opinions at board meetings, which I think shows the healthy state of the board.

Yamauchi: Exactly. However, I think that we need to continue working on how to better share information with outside directors in order to deepen the level of discussion. On top of traditional pre-briefings, a new



Shigenori Yamauchi
Representative Director &
Chairman of the Board

Member of the Board, president of the former Sumitomo Light Metal Industries, Ltd. Extensive experience on the factory as the general manager responsible for production technologies at the Nagoya Works. Assumed the post as chairman of newly formed UACJ at the time of integration and is currently serving as Representative Director and Chairman of the Board.



Toshio Suzuki
Director, Member of the
Board (outside)

Professor Emeritus at the University of Tokyo and specialist in materials engineering. His impressive network includes contacts at various prestigious universities in Thailand and the graduates from them. Offers advice to UACJ on the basis of his extensive academic background.



Ryoko Sugiyama
Director, Member of the
Board (outside)

Former professor at Tokoha University, Faculty of Social and Environmental Studies and specialist in waste disposal. She also serves as an outside director at Lecip Holdings Corporation and Kurita Water Industries Ltd., playing an active role in both industrial and academic worlds. UACJ's first female director.



arrangement has been made for auditors' meetings to take place before board meetings so that the inside auditors who are familiar with the situation can share their information with outside auditors. Furthermore, data relating to a meeting agenda was traditionally distributed the day before a board/auditors' meeting, but this has been changed to three days before for important issues.

Suzuki: That change has helped us a great deal. By obtaining data three days beforehand, not only can we understand the details of individual subjects, we can also think in advance how we should approach the agenda as an outside director. As a result, it ensures a more essential and substantial debate.

Improving Training System and Problem Solutions on the Factory Floor Utilizing the Specialties and Experience of Outside Directors

—As one of the issues pertaining to governance, how to best utilize the knowledge of outside directors is attracting increased attention. What is the UACJ approach to this?

Yamauchi: Our two outside directors, Ms. Sugiyama and Mr. Suzuki, attend various meetings and events

when time allows so that they can form in-depth opinions of our management and businesses. They have also traveled with us to visit offices not only in Japan, but also locations in North America and Thailand. They even visited our research center in Nagoya and talked with female research staff.

Sugiyama: While I was exchanging opinions on training systems with them, I realized there was a gap between what the men and women were learning using the current system. I pointed out this, taking into account the views of the frontline female researchers. As a result, the Human Resources Division implemented improvements and a wonderful training program has been re-introduced. I hope that I can continue helping make further improvements as the occasion arises, doing so by learning from those with firsthand experience in the programs.

Yamauchi: Mr. Suzuki helps us resolve problems in the aluminum casting processes in the capacity of a casting technology expert. He is involved with production technologies and talks with engineers on the factory floor so that he can provide advice for verifying whether or not our approaches comply with casting principles and are solving problems. He also introduced professors from Thailand's most prominent university, leading to interaction with the university that began recently.



Suzuki: Partly because my graduates are working in Thailand, my network of contacts has spread among local universities. That's how I was able to introduce the professors at Chulalongkorn University.

Yamauchi: Our policy in Thailand is to actively recruit great local talent. Accordingly, we want develop deep relationships with the local universities, including working on joint research projects and, of course, recruiting graduates. I hope that our two outside directors will continue to help us managing the Company and strengthening our governance through their expertise and experience.

Diversity and Workstyle Reforms Fit for a Global Company

—Finally, could you share your views and suggestions on the future management of UACJ?

Sugiyama: UACJ has rapidly expanded overseas businesses since integration, and the number of employees of different nationalities has substantially increased through M&As and local employment. Against this backdrop, we must learn how to make the most of diversity as a global company. This includes paving the way for female staff to demonstrate their full capacities and proactively placing great talent in important positions regardless of one's nationality. It may be difficult to produce tangible results immediately, but I would like UACJ to be a company where women and foreign citizens are naturally playing active parts as directors in 5 or 10 years' time.

Yamauchi: What's your view on your specialist areas of environment and recycling resources, Ms. Sugiyama?

Sugiyama: As you know, aluminum is a very recycling-friendly material. In addition to can stock, which already has a high recycling ratio, by encouraging the recycling of building and automotive materials and commodities, UACJ can continue making further contributions saving resources and energy. Moreover, as ESG investment has been in the spotlight these days, it is essential to bolster our "commitment", such as

ensuring thorough safety and compliance, as well as environmental awareness. Then, if UACJ can raise our profile by contributing to the environment through our products and businesses, UACJ's existence value in society should appreciate further.

Suzuki: Another important issue is "workstyle reform." This goes beyond reducing working hours and improving labor productivity. On the factory floor of the materials and equipment industries, technological



innovation using IoT and AI can significantly change the responsibilities and abilities required of workers in the future. With production bases expanding overseas, it could be a major challenge to implement such reforms in regions where labor practices and other traditions are different from Japan.

Yamauchi: Thank you very much for your valuable views. Drawing on opinions and input from the outside directors and auditors, we will continue to commit ourselves to management based on fair and transparent decision-making processes and pursue continuous improvement in corporate value. Furthermore, we will continue to seek an optimal corporate governance system for a global company, striving for stronger and more sophisticated corporate governance.

Corporate Governance



Truly Concentrating on Manufacturing with the Aims of Increasing Corporate Value and Improving Management Systems

Basic Concept

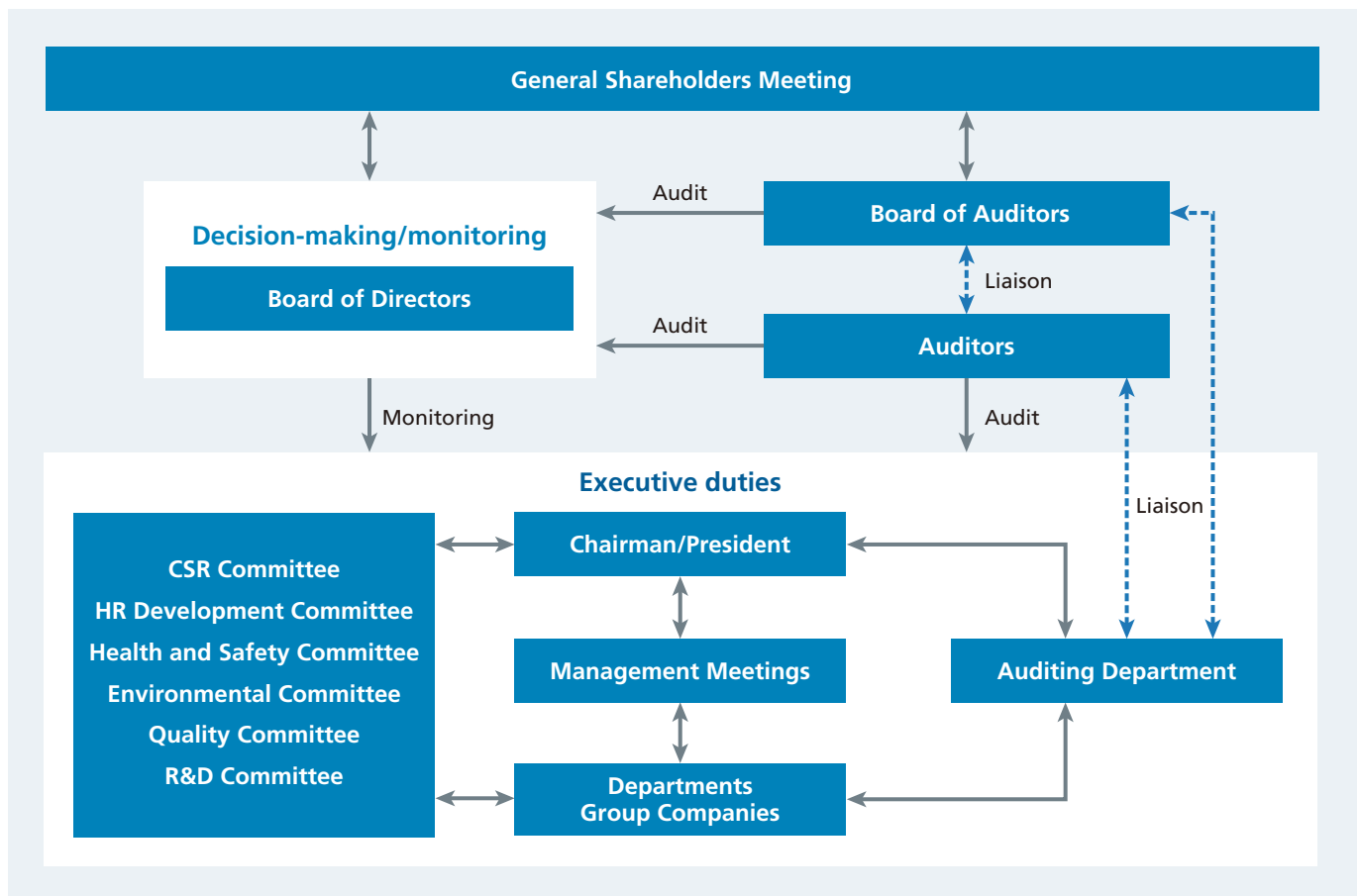
The UACJ Group believes that corporate governance is the basic framework of corporate management that maintains relationships with its various stakeholders (concerned parties), such as shareholders, customers, suppliers, employees and local communities.

Specifically, we believe it is our social responsibility as a company to continuously create products, technologies and services that are useful for society; doing so while

winning the trust of our customers and end-users, and contributing to our stakeholders by giving back through the fruition of healthy corporate activities.

To achieve this, we will press forward with initiatives, including strengthening the functions of the Board of Directors and the Board of Auditors, the establishment of a management supervision system, proper disclosure of management and financial information, the establishment of corporate ethics, and thorough compliance and risk management.

Corporate Governance System



Governance Organization

Governance System

UACJ has introduced an “Executive Officer” system that divides functions between “management decision-making and supervision” and “business execution” to ensure the Board of Directors (BOD) functions with maximum efficiency and conducts business quickly.

BOD meetings are held monthly, at which time 11 directors and four auditors, including two outside directors and three outside auditors, respectively, attend. The meeting agenda includes deliberating important management issues and reporting business operations in compliance with the laws and regulations of the Articles of Incorporation and other internal rules.

In addition to this, a monthly management meeting attended by nine directors, a full-time auditor and 17 executive officers is also held, where members deliberate and review important issues and try to ensure further communication among executives in order to better control business operations.

UACJ also utilizes a “Board of Auditors” system. One of the four auditors has expertise in finance and accounting. The board of auditors meets monthly to share information through periodic audit reports prepared by the full-time auditor and to ensure opportunities for

Effectively Evaluating the Board of Directors

To evaluate the effectiveness of the BOD, each year UACJ distributes a questionnaire regarding various issues including the composition and operations of the BOD to directors and auditors, and discusses the responses at BOD meetings.

The fiscal 2016 evaluation confirmed that the UACJ BOD is of an appropriate size, is comprised of diverse members with balanced credentials as a whole, operates properly, and has a system in place to exercise supervisory functions over the management. Moreover, it was also evaluated that, for BOD meeting discussions, a culture has developed in which both members of preliminary review meetings and those attending BOD meetings respect open and constructive discussions and freely exchange opinions.

Additionally, we identified our fiscal 2016 tasks as “spending sufficient time to examine and discuss actively important issues” and “improving preparatory meeting explanations and briefing materials for outside officers.” The evaluation also confirmed that improvements have been made regarding these points. The need to continue to improving these two points has been acknowledged as a future task.

On the basis of these evaluations, initiatives were set for enhancing discussions on important issues and striving to better operate the BOD in order to accelerate globalization and achieve sustainable growth.

in-depth exchanges with outside auditors.

Auditors attend important internal meetings such as BOD meetings, pursuant to auditors’ auditing standards, audit policies and audit plans. In this way, we ensure that the Board of Auditors has a system capable of auditing the directors’ execution of duties as an independent organ playing a role in corporate governance.

Remuneration for Officers

Regarding the remuneration paid to UACJ directors and auditors, the contents of the resolution made during the June 2006 general stockholders’ meeting of the former Furukawa-Sky Aluminum Corporation have been maintained. Specifically, the annual remuneration cap for directors is ¥450 million excluding normal employee salaries, and that for auditors is ¥75 million. The amounts paid to directors are limited to that which is approved at shareholders’ meetings and confirmed in a BOD meeting. Determination of the amounts paid to directors is calculated considering various factors, such as working full-time or part-time and position in the company. A portion of the remuneration paid is performance based.

The amounts of paid to auditors are also within the limit approved at the shareholders’ meeting, and further determined through consultation with the auditors.

The UACJ Group does not offer stock options as a means of providing remuneration to officers.

Remuneration for directors and auditors in fiscal 2016

Classification	Number of officers	Remuneration
Directors (Outside Directors)	12 (2)	¥363 million (¥14 million)
Auditors (Outside Auditors)	6 (4)	¥54 million (¥11 million)
Total (Outside Officers)	18 (6)	¥417 million (¥25 million)

Training Officers

To promote adequate performance of duties, it is the policy of UACJ to provide various training programs for directors and auditors upon assuming their positions and during their terms of service.

New officer training includes a briefing for all directors and auditors, in which their roles and responsibilities are clarified. For outside officers, attendance in various committee meetings and debriefing sessions, and visits to production sites including those overseas, are organized to familiarize themselves with the Group, such as businesses, finances and organizational structure.

Ongoing training while assigned to their positions includes training to deepen their understanding of governance and discuss various issues facing the Group. Additional training sessions are also provided depending on the knowledge, experience and capacity of each individual.

Appointing Officers

The appointment of senior management, including directors, at UACJ is based on making appropriate decisions on personnel evaluations and taking into consideration a candidate’s career and abilities, including job experience, positions and qualifications. The most suitable executive appointments are then decided.

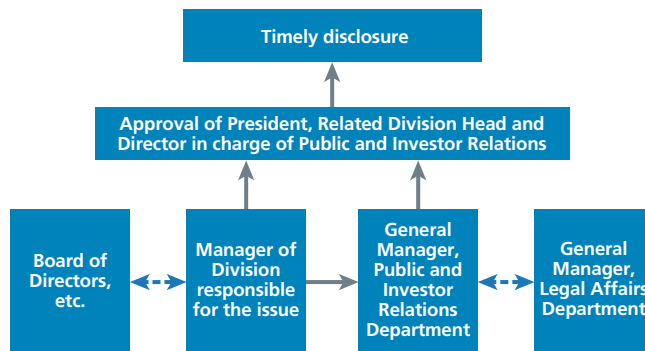
Based on the criteria stipulated in the Companies Act and by the Tokyo Stock Exchange, we select individuals expected to contribute to frank, lively and constructive discussions at BOD meetings as independent outside directors. One of the two independent outside directors is female.

We will continue to focus on progression of the system, taking into consideration the balance, diversity and size of the BOD as a whole in terms of expertise, experience and abilities.

Information Disclosure

To ensure timely and appropriate information disclosure to investors, UACJ introduced a system in which the director in charge of the Public and Investor Relations Division is responsible for disclosure, and the general manager of the Public and Investor Relations Department is in charge of administrative affairs.

Timely Disclosure System



Reason for Appointing Outside Directors/Auditors and Their Activities

Classification	Full name	Reason for appointment	Activities
Outside director, member of the board	Toshio Suzuki	As a Professor Emeritus of The University of Tokyo, Toshio Suzuki has a rich academic background and an objective viewpoint. We were confident that these features would enable him to perform duties assigned, and requested him to assume the position as one of the outside directors of UACJ. Appointed as an independent outside director based on the evaluation that he is not in a position that could cause a conflict of interest with general shareholders.	Attended all 15 of the BOD meetings held during fiscal 2016, openly expressing his opinion from an objective viewpoint and confidently supporting his comments based on his rich academic experience as a Professor Emeritus.
	Ryoko Sugiyama	Having tenured experience as an academic at a university and an impressive background in business management including being a director at various companies, we were confident that Ryoko Sugiyama would perform duties assigned to her and accordingly requested her to accept the position of outside director at UACJ. Appointed as an independent outside director based on the evaluation that she is not in a position that could cause a conflict of interest with general shareholders.	Attended 14 of the 15 BOD meetings held in fiscal 2016. Openly expressed her opinions from an objective point of view, clearly showing her poise and experience as a university professor and company director.
Outside auditor & board supervisory role	Akari Asano	Given his long experience and extensive knowledge gained through management positions such as the general manager of an administrative department and corporate executive, we were certain that Akari Asano was an excellent choice for performing the duties of an outside auditor and requested him to work with UACJ. Appointed as an independent outside director based on the evaluation that she is not in a position that could cause a conflict of interest with general shareholders.	Attended all 15 BOD meetings and 13 Board of Auditors meetings throughout fiscal 2016. Openly commented and expressed his opinions backed by his years of experience accumulated as a company executive.
	Tetsuya Sato	Possessing a broad knowledge of the corporate world and many years of experience, including holding the position of auditor at Furukawa Electric Co., Ltd., we felt Tetsuya Sato was an ideal choice for the position of outside auditor and requested him to work with UACJ.	Attended 13 of 15 BOD meetings 11 of 13 Board of Auditors meetings held during the fiscal 2016. Openly commented and expressed his opinions based on his wealth of knowledge and broad perspective as a company officer.
	Atsuki Matsumura	In addition to having experience in corporate management as the president and representative director of Siltronic Japan Corporation, Atsuki Matsumura also engaged in management at Nippon Steel & Sumitomo Metal Corporation and its Group as an operating officer. With his wealth of knowledge and broad business perspective, we were confident he would perform his duties accordingly and asked him to take a position as an outside auditor.	Attended all 15 BOD meetings and 13 Board of Auditors meetings held during fiscal 2016. Openly expressed his opinions backed abundant experience and good insight as a corporate officer.

Specifically, based on various regulations set forth by the Financial Instrument Exchange, any information that is likely to be classified as an issue requiring disclosure is immediately reported by the manager of the division responsible for the issue to the general manager of the Public and Investor Relations Department. The general manager of the Public and Investor Relations Department then consults with the general manager of the Legal Affairs Department, as needed, and decides whether or not to disclose the information. If the decision is made to disclose information, the general manager must first obtain approval from the head of the division concerned and the president of UACJ.

Constructive Dialogue with Shareholders

In addition to appointing a director in charge of the Public and Investor Relations, UACJ has assigned the Public and Investor Relations Department as the department responsible for investor relations.

Results briefings and teleconferences are held for shareholders and investors on a quarterly basis, with one-on-one meetings and small meetings with the President arranged when required. In addition, of these we host factory tours twice a year for shareholders in order for them to deepen their understanding of our businesses.

We also have a basic policy to visit investors in the U.S.A., Europe and Asia once a year.

We try to improve information disclosure even further through initiatives such as information dissemination through our website and issuing consolidated reports. The UACJ website has received high evaluation from external institutions, and came in eighth in the overall standings of the "Fiscal 2016 Adequacy Ranking of All Listed Company Homepages."



Factory tour

CSR Management

In order to strengthen CSR management, UACJ established a CSR Committee for the purpose of creating a CSR promotion system to control group-wide, cross-sectional implementation of activities. This committee is chaired by the president and includes full-time directors, general managers from the headquarters and factories, and the presidents of related sales companies. To improve CSR management, the CSR Committee meets once a year to discuss and report on general policies and measures related to CSR, including compliance, risk management, and the training and enlightenment of executives and senior staff. Each committee member then disseminates the policies and measures discussed by the committee throughout the Group companies to further develop initiatives.

Compliance

In order to ensure the legitimacy and fairness of individual group companies' operations and duties, the UACJ Group CSR Committee is the center for initiatives such as conducting workshops and education through the distribution of manuals and pressing forward with compliance activities, including checking for any breach of laws and regulations. We also try to catch any non-compliance at an early stage and correct the situation by utilizing a whistleblower system.

Furthermore, operational audits led by the Internal Auditing Department are carried out for each business group. The results are reported to auditors and the President to ensure thorough compliance is maintained throughout the Group.

Risk Management

In the UACJ Group, risks in common throughout the Group regarding the environment, health and safety, product quality, information security and export control are addressed appropriately according to risk management regulations. Extracted risks are listed and reassessed in terms of their materiality and frequency of occurrence. Particularly, materials risks are featured in specific fiscal year tasks as "Serious Risks" and we strive to mitigate them. The progress of such efforts is confirmed at CSR Committee meetings.

Meanwhile, risks specific to individual business groups are managed by each business group and cross-departmental risk management is driven by the CSR Committee.

Board of Directors (as of June 29, 2017)

Directors


Shigenori Yamauchi
 Representative Director &
 Chairman of the Board

Jul. 1971 Joined Sumitomo Light Metal Industries, Ltd.
 Jun. 2002 Company Director
 Jun. 2004 Managing Director
 Apr. 2005 Director and Managing Executive Officer
 Apr. 2007 Director and Senior Managing Executive Officer
 Jun. 2009 President and CEO
 Oct. 2013 Chairman of the Board CEO, UACJ Corporation
 Apr. 2016 Representative Director & Chairman of the Board (current)


Mitsuru Okada
 Representative Director &
 President

Apr. 1982 Joined Furukawa Electric Co., Ltd.
 Jun. 2008 Director, Furukawa-Sky Aluminum Corp.
 Jun. 2010 Managing Director
 Jun. 2012 President
 Oct. 2013 Member of the Board, President CEO, UACJ Corporation
 Apr. 2016 Representative Director & President (current)


Takayoshi Nakano
 Director, Member of the Board
 Senior Managing Executive Officer

Apr. 1978 Joined Nippon Steel Corporation (now Nippon Steel & Sumitomo Metal Corporation)
 Apr. 2004 Manager, European Office
 Jun. 2009 Advisor, Furukawa-Sky Aluminum Corp.
 Jun. 2010 Director
 Jun. 2012 Managing Director
 Jun. 2013 Director and Managing Executive Officer
 Oct. 2013 Director, Member of the Board Managing Executive Officer, UACJ Corporation
 Apr. 2015 Director, Member of the Board Senior Managing Executive Officer (current)


Kazuhisa Shibue
 Director, Member of the Board
 Senior Managing Executive Officer

Apr. 1980 Joined Sumitomo Light Metal Industries, Ltd.
 Apr. 2010 Executive Officer
 Oct. 2013 Managing Executive Officer, UACJ Corporation
 Jun. 2014 Director, Member of the Board Managing Executive Officer
 Apr. 2017 Director, Member of the Board, Senior Managing Executive Officer (current)


Kiyoshi Tanaka
 Director, Member of the Board
 Managing Executive Officer

Apr. 1981 Joined Furukawa Electric Co., Ltd.
 Jun. 2010 Director, Furukawa-Sky Aluminum Corp.
 Jun. 2013 Director and Managing Executive Officer
 Oct. 2013 Director, Member of the Board Managing Executive Officer, UACJ Corporation (current)


Hisashi Hasegawa
 Director, Member of the Board
 Managing Executive Officer

Apr. 1980 Joined Furukawa Electric Co., Ltd.
 Jun. 2009 Director and General Manager, Finance and Accounting Dept., Furukawa-Sky Aluminum Corp.
 Jun. 2012 Managing Director
 Jun. 2013 Managing Executive Officer
 Oct. 2013 Managing Executive Officer, UACJ Corporation
 Jun. 2015 Director, Member of the Board Managing Executive Officer (current)

**Miyuki Ishihara****Director, Member of the Board
Managing Executive Officer**

Apr. 1981 Joined Sumitomo Light Metal Industries, Ltd.
 Oct. 2012 Executive Officer
 Oct. 2013 Executive Officer, UACJ Corporation
 Jun. 2015 Director, Member of the Board, Executive Officer
 Apr. 2017 Director, Member of the Board, Managing Executive Officer (current)

**Mizuho Taneoka****Director, Member of the Board
Managing Executive Officer**

Sep. 2010 Joined Sumitomo Light Metal Industries, Ltd.
 Oct. 2012 Executive Officer
 Oct. 2013 Executive Officer, UACJ Corporation
 Apr. 2017 Managing Executive Officer
 Jun. 2017 Director, Member of the Board, Managing Executive Officer (current)

**Masahiro Teshima****Director, Member of the Board
Managing Executive Officer**

Apr. 1982 Joined Sumitomo Light Metal Industries, Ltd.
 Apr. 2014 Executive Officer, UACJ Corporation
 Oct. 2014 Executive Officer
 Apr. 2017 Managing Executive Officer
 Jun. 2017 Director, Member of the Board, Managing Executive Officer (current)

Outside Members of the Board**Toshio Suzuki****Director, Member of the Board (outside)**

Apr. 1988 Assistant Professor, University of Tokyo
 Jun. 1994 Professor
 Apr. 1995 Professor of Graduate School
 Mar. 2012 Retirement
 Jun. 2012 Professor Emeritus, University of Tokyo (current)
 Oct. 2013 Director, Member of the Board (outside), UACJ Corporation (current)

**Ryoko Sugiyama****Director, Member of the Board (outside)**

May 1996 Established Sugiyama & Kurihara Environmental Consultants, Inc., Representative Director
 Dec. 1997 Director, Gifu Shimbum
 Dec. 1999 Director, Gifu Broadcasting System, Inc. (current)
 Apr. 2010 Professor, Fuji Tokoha University (currently Tokoha University) Faculty of Social and Environmental Studies
 Jun. 2010 Outside Director, Lecip Holdings Corporation (current)
 May 2014 Owner, Chairman, Gifu Shimbum (current)
 Jun. 2015 Director, Member of the Board (outside), UACJ Corporation (current)
 Jan. 2016 Representative Director, Gifu Sugiyama Memorial Foundation (non-government incorporated foundation) (current)
 Mar. 2017 Professor Emeritus of Tokoha University, Faculty of Social and Environmental Studies
 Jun. 2017 Outside Director, Kurita Water Industries Ltd. (current)

Audit & Supervisory Board Members



Nobuhiro Ishihara

Audit & Supervisory Board Member

Apr. 1980 Joined Furukawa Electric Co., Ltd.
 Oct. 2003 General Manager, General Affairs Dpt.,
 Fukui Works, Rolled Products Div.,
 Furukawa-Sky Aluminum Corp.
 Jun. 2004 General Manager, General Affairs Div.,
 Nuclear Fuel Industries, Ltd.
 Jun. 2008 Director and General Manager, General
 Affairs Dept.
 May 2009 Executive Officer and General Manager,
 General Affairs Dept.
 Jun. 2010 Full-time Statutory Auditor, Furukawa-Sky
 Aluminum Corp.
 Oct. 2013 Audit & Supervisory Board Member, UACJ
 Corporation (current)

Outside Audit & Supervisory Board Members



Akari Asano

Audit & Supervisory Board Member (outside)

Apr. 1970 Joined MITSUBISHI RAYON CO., LTD.
 Jun. 2003 General Manager, General Affairs
 Department
 Jun. 2004 Senior Director
 Jun. 2008 Resigned from MITSUBISHI RAYON CO., LTD.
 Jun. 2009 Outside Statutory Auditor of Sumitomo Light
 Metal Industries, Ltd.
 Jun. 2013 Outside Statutory Auditor, Furukawa-Sky
 Aluminum Corp.
 Oct. 2013 Audit & Supervisory Board Member (outside),
 UACJ Corporation (current)



Tetsuya Sato

Audit & Supervisory Board Member (outside)

Apr. 1975 Joined the Ministry of International Trade
 and Industry (currently the Ministry of
 Economy, Trade and Industry)
 Jul. 2002 Deputy Director-General for Technical
 Regulations, Standards and Conformity
 Assessment Policy
 Jun. 2004 Retired from the Ministry of Economy, Trade
 and Industry
 Jul. 2004 Senior Director of The Shoko Chukin Bank
 (currently The Shoko Chukin Bank, Ltd.)
 Jul. 2006 Resigned from Senior Director of The Shoko
 Chukin Bank, Ltd.
 Aug. 2006 Corporate Vice President of Furukawa
 Electric Co., Ltd.
 Jun. 2007 Director, Member of the Board and
 Corporate Vice President
 Jun. 2009 Director, Member of the Board and
 Corporate Senior Vice President
 Jun. 2013 Outside Statutory Auditor, Furukawa-Sky
 Aluminum Corp.
 Oct. 2013 Audit & Supervisory Board Member (outside),
 UACJ Corporation (current)
 Apr. 2014 Director, Member of the Board and
 Corporate Executive Vice President of
 Furukawa Electric Co., Ltd.
 Apr. 2015 Director, Member of the Board
 Jun. 2015 Audit & Supervisory Board Member (current)



Atsuki Matsumura

Audit & Supervisory Board Member (outside)

Apr. 1986 Joined Nippon Steel Corporation
 Aug. 2008 President and Representative Director
 and General Manager, Sales Management
 Department, Siltronic Japan Corporation
 Dec. 2012 Joined Nippon Steel & Sumitomo Metal
 Corporation Senior Principal Manager,
 Corporate Planning Division
 Mar. 2015 Auditor, Nippon Steel & Sumikin Chemical
 Co., Ltd.
 Apr. 2015 Advisor, Corporate Planning Division, Nippon
 Steel & Sumitomo Metal Corporation
 Jun. 2015 Auditor, NS Solutions Corporation
 Apr. 2016 Executive Officer, Nippon Steel & Sumitomo
 Metal Corporation (current)
 Jun. 2017 Auditor, Nippon Steel & Sumikin Materials
 Co., Ltd. (current), resigned from auditor of
 Nippon Steel & Sumikin Chemical Co., Ltd.,
 resigned from auditor of NS Solutions
 Corporation

Executive Officers

Hironori Tsuchiya
Senior Managing
Executive Officer

Youji Shimizu
Managing Executive
Officer

Hiroyuki Fukui
Managing Executive
Officer

Katsuyasu Niibori
Managing Executive
Officer

Akinori Yamaguchi
Executive Officer

Teiichi Abe
Executive Officer

Teruo Kawashima
Executive Officer

Masataka Taguchi
Executive Officer

Akito Imaizumi
Executive Officer

Akira Matsushita
Executive Officer

Kimitoshi Inagaki
Executive Officer

Akinori Yoshida
Executive Officer

Yasuhiro Hosomi
Executive Officer

Takahide Otani
Executive Officer

Yukio Takekawa
Executive Officer

Yukihiro Kuwamoto
Executive Officer

Henry Gordinier
Executive Officer