

# Ensuring a stable supply of eco-friendly aluminum while reducing the environmental load of manufacturing operations

## UACJ's approach to environmental initiatives

In recent years, aluminum has been recognized as a useful material for reducing vehicle weight as automakers comply with stricter environmental regulations. Moreover, amid a global shift away from plastic, aluminum is seen as an eco-friendly alternative in various applications. Consequently, demand for aluminum products is growing, and UACJ has responded by expanding its production network. With higher production capacity, however, comes a greater environmental load at the manufacturing stage. Therefore, UACJ has been working to reduce this load by cutting down on energy consumption and restricting waste sent to landfills in accordance with environmental targets set every year. Beyond the manufacturing stage, the Company has also taken steps to reduce environmental burdens throughout its entire supply chain.

At the same time, UACJ recognizes that the reduction of greenhouse gas emissions, which are regarded as a major factor behind abnormal weather patterns, is an urgent task for the international community. Starting from fiscal 2019, the Company has been collecting and studying reports on recent and projected trends concerning climate change in order to fully grasp associated business-related risks and opportunities going forward.

As a world-class aluminum manufacturer, UACJ is committed to reducing the environmental load of its operations while ensuring a stable supply of aluminum products that help solve environmental issues.

## Environmentally conscious manufacturing

### Fighting global warming

The smelting stage accounts for the vast majority of electricity consumption in aluminum product manufacturing. For the UACJ Group, however, since it does not smelt aluminum, reducing the environmental load of flat-rolled aluminum production is its biggest challenge. Therefore, the Group has been taking steps to reduce energy consumption at each of its production plants, including measures for raising efficiency and switching from oil to natural gas. As a result of these efforts, the Group reduced its annual CO<sub>2</sub> emissions in Japan by 21,000 tons of CO<sub>2</sub> equivalent to 738,000 tons of CO<sub>2</sub> equivalent in fiscal 2018. On the other hand, annual CO<sub>2</sub> emissions per ton of aluminum shipped increased by 1.6% year on year to 0.978 of a ton (based on a fixed rate of emissions from electrical power generation).

### Preventing the release of hazardous chemical substances

UACJ complies with legal requirements related to the discharge of hazardous chemical substances while enforcing its own standards that are even stricter than such laws. The Company also works to reduce the use of chemical substances regulated under Japan's Law Concerning the Pollutant Release and Transfer Register, and properly monitors and reports on those substances in accordance with the law.

Regrettably, certain chemical substances in wastewater were

found to exceed legal limits at Nagoya Works at one time in fiscal 2018. After initially failing to notify local authorities of this incident, the Company submitted a report to them concerning the cause and subsequent countermeasures. UACJ's manufacturing plants have been taking steps to prevent a recurrence while working to improve their systems for monitoring wastewater chemicals within legal limits in an effort to reduce water pollution.

### Reducing waste matter from manufacturing

While aiming to promote recycling throughout society, UACJ strives to reduce waste matter from its manufacturing operations with the goal of practically eliminating waste sent to landfills. In fiscal 2018, however, waste matter from the Company's main production plants in Japan increased by 6.2% year on year to 22 thousand tons. Nevertheless, the percentage of this waste sent to landfills was 0.25%, achieving the Company's target of limiting landfilled waste to below one percent.

## Promoting responsible procurement

UACJ created the UACJ Group CSR Procurement Guidelines in an effort to ensure socially and environmentally responsible sourcing not only within the Group but also across its entire supply chain. In accordance with the guidelines, when procuring raw materials, goods and services, the Group gives priority to those that have comparatively less impact on the environment.

As supply chains become increasingly globalized, managing procurement-related risks has grown more complex in recent years. In



response, UACJ has been working to improve its risk management by enhancing communications with suppliers through questionnaires and other means, and more strictly following socially responsible procurement criteria throughout the entire supply chain.

## Developing products with the environment in mind

UACJ strives to develop products that help societies reduce fossil fuel usage and recycle more resources.

### Goals and benefits of product development

Product development and innovations	Benefits to the environment and society
Develop and produce good-quality recycled aluminum for can stock	Reduce the volume of new can stock to save resources and cut costs
Develop and improve aluminum materials for hybrid vehicles	Save resources and improve fuel economy by helping make vehicles lighter in weight

## Highlights of fiscal 2018

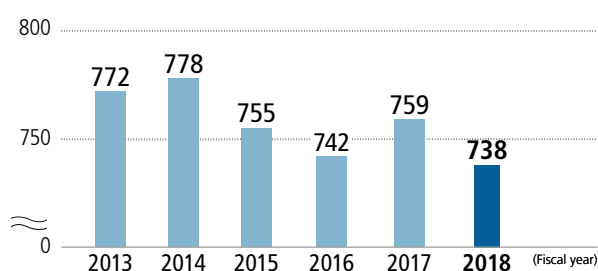
### Realizing three benefits from recycling scrap aluminum

As demand for aluminum product remains strong in North America, especially for can stock, Tri-Arrows Aluminum installed a scrap melting furnace in a proactive effort to facilitate aluminum recycling, which has several benefits. First of all, recycling scrap aluminum can greatly reduce CO<sub>2</sub> emissions because it consumes about 97% less electricity than the amount required for producing a new aluminum ingot. Moreover, greater use of recycled aluminum helps reduce production costs amid falling prices of scrap aluminum, which have resulted from aluminum tariffs enacted by the U.S. government. Finally, recycling scrap aluminum helps ensure a stable supply of aluminum in the U.S., which is a net importer of primary aluminum.

## Relevant Data

### CO<sub>2</sub> emissions\*

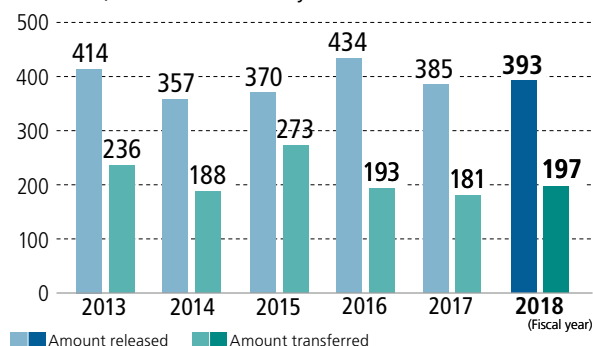
Thousands of tons of CO<sub>2</sub> per year



### Regulated chemical substances released and transferred\*

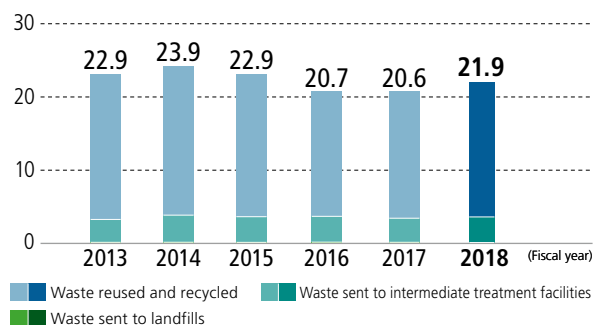
Tons per year

Regulated substances (according to Japan's pollutant release and transfer register) contained in products: manganese, chromium, nickel and lead alloys



### Waste from manufacturing operations\*

Thousands of tons per year



\* The environmental data was obtained from the following operations in Japan: UACJ Corporation (Nagoya Works, Fukui Works, Fukaya Works, and Nikko Works), UACJ Color Aluminum Corporation, UACJ Extrusion Nagoya Corporation (Nagoya Works and Anjo Works), UACJ Extrusion Oyama Corporation, UACJ Extrusion Gunma Corporation, UACJ Extrusion Shiga Corporation, UACJ Foundry & Forging Corporation, UACJ Foil Corporation (Shiga Works, Nogi Works, and Isesaki Works), and UACJ Copper Tube Corporation.

# Incorporating feedback from stakeholders in initiatives aimed at contributing to the public good

## UACJ's approach to social initiatives

A number of large manufacturers in Japan have been severely criticized for their roles in major quality scandals that shocked the public in recent years. To fulfill its social responsibility, the country's manufacturing industry is faced with the task of regaining public trust in its product quality and compliance as soon as possible. Against that backdrop, UACJ has begun strictly enforcing a new set of quality assurance guidelines at its manufacturing plants and throughout the rest of its operations.

Meanwhile, as values and lifestyles grow increasingly diverse in Japanese society, UACJ has been focusing on making its workplaces more flexible and motivating for

employees to work in. It has stepped up a workplace reform project initiated in fiscal 2017, revamping personnel systems to better accommodate various preferences and needs of employees. At the same time, in tandem with the globalization of its business, the Company has been hiring and training personnel capable of working internationally, and creating more opportunities for bringing together employees from different workplaces in Japan, Thailand, the United States and other countries.

Recognizing that its business activities are backed by many different stakeholders around the world, UACJ is actively incorporating their ideas and opinions in its social initiatives.

### Initiatives for customers

#### Setting annual quality control policies and goals

UACJ sets a group-wide quality control policy each fiscal year. In fiscal 2018, while encouraging employees to make the Group more globally competitive by strengthening quality assurance systems, UACJ set two key goals: reduce both product defects and customer complaints compared with the previous fiscal year. As a result of efforts by employees to improve quality, both goals were accomplished in fiscal 2018, which customer complaints falling by 10%.

#### Enforcing new quality assurance guidelines

In March 2018, the Japan Aluminium Association issued quality assurance guidelines for its members, which include UACJ, with a view to improve quality assurance systems and prevent the recurrence of improper actions in the industry, specifically in light of a data falsification scandal in 2017 involving a member of the association.

Based on these guidelines, UACJ created of its own version in August 2018. While incorporating the principles and approach of the association's guidelines, UACJ made a more practical version by taking into account the specific characteristics of its own manufacturing operations, such as safety inspection items and procedures for reviewing designs at each stage of manufacturing. These new guidelines are now being followed by all group companies.

### Initiatives for employees

#### Developing and training human resources

UACJ's Human Resources Development Department oversees various training programs and seminars in accordance with the Company's policies of offering each employee opportunities to learn and develop, providing junior employees with on-the-job training, and developing human resources on an organizational level. In fiscal 2018, the Company held a total of 96 training sessions over 289 days with 1,414 employees participating—all record high results for the Company.

Among the training programs, a next-generation leadership grooming program was launched in fiscal 2018 for the purpose of equipping managers with the skills needed to lead the Company in the future. Supplementing the Company's upper management training activities, this new program was designed specifically for mid-level managers.

Aiming to foster a more dynamic organization capable of beating out tough competition in the marketplace, UACJ plans to revamp its training programs going forward, including opportunities for training outside the Company.

#### Promoting improvements in the workplace

UACJ launched a workplace reform project in fiscal 2017 with the goal of making its workplaces more efficient and motivating for employees. The Company continued these efforts in fiscal 2018, establishing an action plan aimed at making time available for challenging work tasks, and holding kickoff meetings and seminars at all workplaces. The seminars explained techniques for improving work



efficiency, and over 80% of the attendants rated them as helpful for time management and more efficient email management.

Recognizing that changing the mindset of managers and encouraging them to lead by example are essential for promoting the workplace reforms, UACJ held seminars for its senior managers, including the company president, directors and division chiefs. Over 50 of them joined two seminars held in fiscal 2018.

Taking into account the results of activities carried out in fiscal 2018, the Company is carrying out new reforms and initiatives in the current fiscal year.

## Highlights of fiscal 2018

### Programs for passing down and improving skills

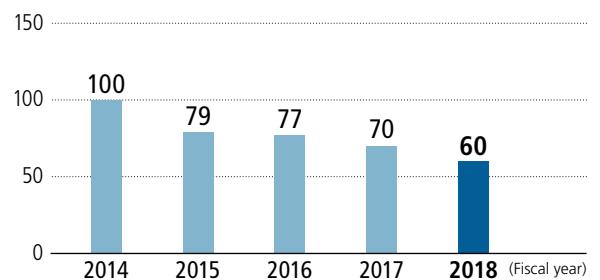
UACJ recognizes that the skills, know-how and spirit of craftsmanship that its experienced employees have refined over many years must be passed down to younger workers in order to continue raising product quality and productivity. From that perspective, it initiated a program at Nagoya Works in 2004 to have veteran employees teach younger employees about their skills, techniques and expertise. Since then, the program has been made more substantial and expanded to other workplaces.

In fiscal 2018, training programs for passing down skills were extended to employees outside Japan. For example, UACJ launched a three-year training program for newly hired engineers at UACJ (Thailand) Co., Ltd. The engineers will be trained at the Research and Development Division in Japan and then return to Thailand to apply their skills on the job.

## Relevant Data

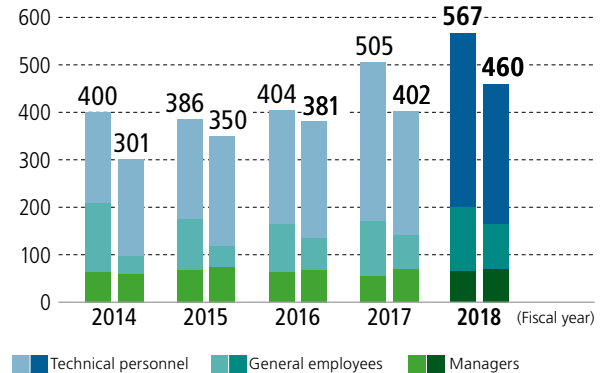
### Index of complaints received from customers

(Percent)



Note: The figures are based on an index value of 100 from fiscal 2014.

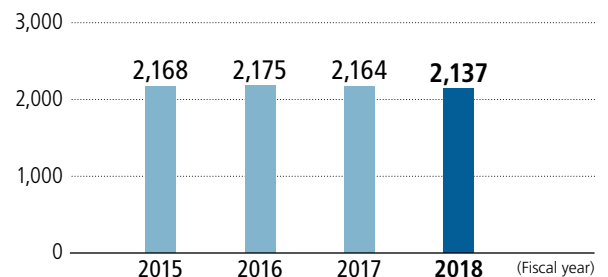
### Number of trainees by occupational classification



Note: Yearly figures on the left are for UACJ and figures on the right are for group companies. In fiscal 2014, group companies were comprised of affiliated companies only.

### Total employee working hours reduced

(Hours)



## Actively incorporating ideas from outside the Company to strengthen corporate governance

### The UACJ Group's approach to corporate governance

Since UACJ was established in October 2013, the UACJ Group has been building a global supply network, expanding its automotive parts business, and providing solutions for customers while broadening into new industries and markets. While this growth has created many new business opportunities, it has also increased the number and scale of business risks. Therefore, UACJ has been enhancing internal control systems throughout the Group, recognizing that strict compliance and rigorous risk management are essential for growing sustainably and raising corporate value as an aluminum industry leader.

Based on this approach, UACJ has been implementing regular initiatives for improving corporate governance group-wide, and working to ensure sound and transparent management while emphasizing decisive business execution. As part of its efforts to strictly enforce compliance, UACJ has been focusing on anti-bribery measures in response to the Group's growing number of business dealings with companies operating in China and Southeast Asian countries. Moreover, UACJ overhauled its risk management systems in fiscal 2019, adding new organizations and policies.

### Framework for corporate governance

#### Roles of directors, executive officers, and auditors

UACJ has adopted an executive officer system, through which executive officers are responsible for the Company's business execution function, while the Board of Directors is responsible for management decision-making and supervision. This system is designed to enhance the efficacy of the Board of Directors and ensure that business matters are carried out promptly.

The Board of Directors is comprised of 12 directors and all six members of the Audit & Supervisory Board. In meetings held monthly, the members of the Board of Directors report on the Company's operational status, and examine and deliberate important management issues in compliance with the Company's articles of incorporation and internal rules, as well as relevant laws and regulations. Four of the 12 directors are outside directors, which are responsible for ensuring that the Board's decision-making role is effectively performed. The four outside directors currently appointed have either extensive academic experience as university professors or corporate management experience as former company directors.

UACJ has also adopted an audit and supervisory board system. Under this system, the Audit & Supervisory Board supervises the duties performed by directors in accordance with corporate auditing standards and the Company's auditing policies and plans, thereby serving as an independent organization with an important role in corporate governance. In principle, the Audit & Supervisory Board holds monthly meetings, in which full-time auditors present the results of periodic audit reports and engage in comprehensive discussions with the outside auditors.

In addition to the meetings of both boards, representative directors meet with outside directors and outside auditors for the purpose of exchanging ideas and proactively incorporating their suggestions in practical business matters.

#### Selection and nomination of corporate officers

UACJ established its Nomination and Remuneration Advisory Committee for the purpose of increasing the impartiality and transparency of the decision-making process for nominating and remunerating directors, executive officers, and corporate auditors. The committee is made up of seven members in total, with an independent outside director serving as chairperson. The remaining six members are comprised of three independent outside directors, two full-time directors, and one independent outside auditor from the Audit & Supervisory Board. The committee evaluates candidates based on their respective career background, former positions, qualifications and capabilities. The candidates recommended by the Nomination and Remuneration Advisory Committee are then selected by the Board of Directors.

#### Efficacy evaluations of the Board of Directors

UACJ evaluates the efficacy of its Board of Directors every year by distributing a questionnaire concerning the Board's composition and functioning to every director and auditor servicing on the Board. Based on the results of the questionnaire, members of the Board discuss issues that need to be addressed and put forward measures for making improvements.

Evaluation results in fiscal 2018 confirmed that the Board had functioned properly and its role in supervising management was sufficiently carried out. The results also indicated that discussions and deliberations had been conducted in a constructive and open manner, and the Board had become more diverse with the appointment of additional outside directors, thereby contributing to more robust



## KEY FIGURE

### Steps to strengthen corporate governance since UACJ's establishment

Year	UACJ's plans and goals	Measures to enhance governance
2013	UACJ established	Appointed an outside director
2014	Vision for the Future created	Promoted non-Japanese nationals to executive officer positions
2015	Major policies of fiscal 2015 – 2017	Nominated a female outside director
2016	Mid-term management plan: •Expand into the growing automotive and energy industries while bolstering operations in growth regions •Organize optimized manufacturing operations in each business and facilitate technological integration	Commenced efficacy evaluations of the Board of Directors
2017	•Develop new technologies and products	Established the Nomination and Remuneration Advisory Committee
		<p>Over half of the committee made up of independent outside directors or auditors (as of June 30, 2019)</p>
2018	Major policies of fiscal 2018 – 2020 Mid-term management plan: •Continue focusing on the growing automotive industry and growth markets in Asia and North America •Steadily generate returns on past investments •Increase capital efficiency with an emphasis on ROIC •Promote shared principles of conduct as the UACJ Way	Increased the number of outside directors and auditors
		<div style="display: flex; justify-content: space-around;"> <div style="text-align: center;"> <p><b>Board of Directors</b></p> <p>Independent outside directors comprise one-third of members (as of June 30, 2019)</p> </div> <div style="text-align: center;"> <p><b>Audit &amp; Supervisory Board</b></p> <p>Outside auditors comprise two-thirds of members (as of June 30, 2019)</p> </div> </div>

corporate governance.

The Company plans to continue conducting evaluations of its Board of Directors in order to improve its effectiveness, recognizing that sound management decision-making and supervision are vital for facilitating the Group's sustainable growth and enhancing corporate value in the future.

### Remuneration of directors and corporate auditors

UACJ established a new remuneration system for directors after gaining approval at its 5th Annual General Meeting of Shareholders held on June 21, 2018. Under this system, full-time directors receive a

fixed base salary, short-term performance-based compensation linked to the achievement level of financial targets for the fiscal year, and mid-term performance-based compensation linked to the achievement level of financial targets over a multiple year period. Outside directors, who serve on a part-time basis, receive a fixed base salary only because their primary role of impartial and independent supervision is not related to the achievement of financial targets. The total amount of remuneration paid to directors collectively in the form of base salaries and short-term compensation has been limited to ¥650 million per year. In addition, the total amount of remuneration paid to corporate auditors collectively has been capped at ¥100 million.

### Rationale for selecting outside directors and auditors

Position	Name	Rationale for selection
Outside director	Toshio Suzuki	Toshio Suzuki was invited to serve as an outside director based on the judgement that he could properly perform the required duties while offering objective viewpoints given his extensive academic background as a university professor emeritus. Mr. Suzuki was appointed after it was determined he was not in a position that would give rise to a conflict of interest with the Company's shareholders.
	Ryoko Sugiyama	Ryoko Sugiyama was invited to serve as an outside director based on the judgement that she could properly perform the required duties given her extensive background as a university professor and experience as a company director. Ms. Sugiyama was appointed after it was determined she was not in a position that would give rise to a conflict of interest with the Company's shareholders.
	Takahiro Ikeda	Takahiro Ikeda was invited to serve as an outside director based on the judgement that he could properly perform the required duties given his experience as a director at a major chemical manufacturer and long career in corporate management. Mr. Ikeda was appointed after it was determined he was not in a position that would give rise to a conflict of interest with the Company's shareholders.
	Akio Sakumiya	Akio Sakumiya was invited to serve as an outside director based on the judgement that he could properly perform the required duties given his corporate management experience as an executive vice president of a major electrical appliance manufacturer and extensive background in corporate governance, including positions of vice-chairperson of several committees involved in the remuneration and affairs of company directors and other personnel. Mr. Sakumiya was appointed after it was determined he was not in a position that would give rise to a conflict of interest with the Company's shareholders.
Outside auditor	Akari Asano	Akari Asano was invited to serve as an outside auditor based on the judgement that he could properly perform the required duties while drawing on his expertise and experience in executive corporate management and as a general manager of a company division. Mr. Asano was appointed after it was determined he was not in a position that would give rise to a conflict of interest with the Company's shareholders.
	Yuki Iriyama	Yuki Iriyama was invited to serve as an outside auditor based on the judgement that he could properly perform the required duties while drawing on his advanced legal expertise as a lawyer specializing in corporate law, and given his extensive experience in corporate management, including a position of managing director at a major steel manufacturer.
	Hiroyuki Yamasaki	Hiroyuki Yamasaki was invited to serve as an outside auditor based on the judgement that he could properly perform the required duties given his extensive background in finance and accounting as a certified public accountant specializing in corporate accounting. Mr. Yamasaki was appointed after it was determined he was not in a position that would give rise to a conflict of interest with the Company's shareholders.
	Yoshiro Motoyama	Yoshiro Motoyama was invited to serve as an outside auditor based on the judgement that he could properly perform the required duties while making use of the broad outlook he has gained over his career and given his extensive experience in corporate management, including a position of executive vice-president of a major automobile manufacturer. Mr. Motoyama was appointed after it was determined he was not in a position that would give rise to a conflict of interest with the Company's shareholders.

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## Promoting dialogue with shareholders and investors

In order to update shareholders and investors about the Company's activities and earn their trust over the long term, UACJ promotes interaction with them and ensures timely and appropriate information disclosure. Along with a wide range of investment-related information provided on its websites, UACJ also organizes briefing sessions and meetings with shareholders and investors to create opportunities for direct dialogue. Aiming to facilitate even more dialogue in fiscal 2018, the Company organized factory tours for individual shareholders on two occasions and newly held briefing sessions for individual shareholders in Japan's Kansai region, where meetings with investors had been limited in the past. UACJ plans to create more venues for interaction with shareholders and investors going forward, including small meetings with the company president.



A factory tour for shareholders

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## Compliance

Aiming to maintain the public's trust in the UACJ Group, UACJ created the Group Code of Conduct for all employees and corporate officers to follow, drawing from its Management Philosophy and Company Principles. To ensure that all members fully understand the code and put it into practice, regular training sessions are held in workplaces throughout the entire Group, which raises awareness of compliance and educates employees about pertinent laws and regulations.

### Compliance with competition laws and prevention of bribery

Every year, UACJ implements initiatives aimed at ensuring compliance with competition laws and preventing incidents of bribery or other misconduct within the UACJ Group. With that goal, UACJ conducted a survey on related risks at all group companies in fiscal 2016, and carried out a full assessment at each of its subsidiaries in Japan and the United States in fiscal 2017, including questionnaires for various departments concerning local risks. Based on the findings, in fiscal 2018, UACJ established a basic policy and rules for complying with competition laws and preventing bribery for the Group as a whole, as well as guidelines applicable to the competition law of each country it operates in. Reflecting the success of these efforts, no violations of the group-wide rules were reported in fiscal 2018.

UACJ initiated further steps to build on these measures in fiscal 2019, including a new system that requires employees and officers to give prior notice of any plans involving transactions subject to the newly established rules.

## Highlights in fiscal 2019

### Enhancing risk management

When conducting risk management, UACJ has been carefully identifying business-related risks at the divisional level while taking measures for averting and mitigating those risks. In fiscal 2019, the Company established a new risk management working group in its Legal Affairs Department for the purpose of enhancing its risk management overall, including assessing risks uniformly across the Group and implementing a plan-do-check-act (PDCA) cycle.

Toward those ends, the working group conducted a group-wide risk assessment using a uniform set of indicators. Applying a combined top-down and bottom-up approach, the working group specified 138 risk factors that could potentially interfere with the achievement of business plans, and assessed each one from both operational and functional perspectives. Priority risks for the UACJ Group as a whole were determined based on the results of the assessment, and a PDCA cycle is being implemented on group-wide scale in order to reduce the possibility of those risks materializing.



## ■ Directors



### Miyuki Ishihara

Representative Director & President

Attended 16 of 16 Board of Directors meetings

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  
 Apr. 2018 Director, Member of the Board  
 Jun. 2018 Representative Director & President (Current)



### Takayoshi Nakano

Representative Director, Member of the Board, Senior Managing Executive Officer, in charge of the related businesses

Attended 16 of 16 Board of Directors meetings

Apr. 1978 Joined Nippon Steel 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  
 Jun. 2018 Representative Director, Member of the Board, Senior Managing Executive Officer (Current)



### Mizuho Taneoka

Representative Director, Member of the Board, Senior Managing Executive Officer, Delegated Chief Executive, Flat Rolled Products Division

Attended 16 of 16 Board of Directors meetings

Apr. 1980 Joined Sumitomo Corporation  
 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  
 Apr. 2018 Director, Member of the Board, Senior Managing Executive Officer  
 Jun. 2018 Representative Director, Member of the Board, Senior Managing Executive Officer (Current)



### Kazuhisa Shibue

Director, Member of the Board, Senior Managing Executive Officer, Delegated Chief Executive, Research and Development Division

Attended 16 of 16 Board of Directors meetings

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

Attended 16 of 16 Board of Directors meetings

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); Member of the Board, President of UACJ Extrusion Corporation (Current)



### Katsuyasu Niibori

Director, Member of the Board, Managing Executive Officer

Attended 12 of 12 Board of Directors meetings (since being appointed as a director)

Apr. 1982 Joined Furukawa Electric Co., Ltd.  
 Jun. 2012 Director, Furukawa-Sky Aluminum Corporation  
 Jun. 2013 Executive Officer  
 Oct. 2013 Executive Officer, UACJ Corporation  
 Apr. 2015 Executive Officer, UACJ Corporation; Advisor, UACJ Foil Corporation  
 Jun. 2015 Executive Officer, UACJ Corporation; Member of the Board, President & CEO, UACJ Foil Corporation  
 Apr. 2017 Managing Executive Officer, UACJ Corporation; Member of the Board, President & CEO, UACJ Foil Corporation  
 Jun. 2018 Director, Member of the Board, Managing Executive Officer, UACJ Corporation (current); Member of the Board, President & CEO, UACJ Foil Corporation (current)



### Teruo Kawashima

Director, Member of the Board, Managing Executive Officer in charge of the Finance and Accounting Department and the Corporate Communication Department

Newly appointed (in June 2019)

Apr. 1982 Joined Sumitomo Light Metal Industries, Ltd.  
 Apr. 2007 General Manager, Administrative Department  
 Apr. 2013 Deputy General Manager, Administrative Division  
 Oct. 2013 Executive Officer, UACJ Corporation  
 Apr. 2019 Managing Executive Officer  
 Jun. 2019 Director, Member of the Board, Managing Executive Officer (Current)



### Akito Imaizumi

Director, Member of the Board, Executive Officer in charge of the Internal Auditing Department, Management Strategies Department, UACJ Way Promotion Department

Attended 12 of 12 Board of Directors meetings (since being appointed as a director)

Apr. 1983 Joined Sumitomo Light Metal Industries, Ltd.  
 Apr. 2014 Executive Officer, UACJ Corporation  
 Jun. 2018 Director, Member of the Board, Executive Officer (Current)

## Outside Members of the Board



### Toshio Suzuki

Director, Member of the Board  
(outside, part-time)

Attended 16 of 16 Board  
of Directors meetings

- 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 and  
part-time), UACJ Corporation (Current)



### Ryoko Sugiyama

Director, Member of the Board  
(outside, part-time)

Attended 13 of 16 Board  
of Directors meetings

- May. 1996 Representative Director, Sugiyama & Kurihara  
Environmental Consultants, Inc.
- Dec. 1997 Director, Gifu Shimbun
- 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)
- Jun. 2015 Director, Member of the Board (outside and  
part-time), UACJ Corporation (Current)
- Dec. 2018 Owner and Representative Director, Gifu  
Shimbun (Current)



### Takahiro Ikeda

Director, Member of the Board  
(outside, part-time)

Attended 12 of 12 Board of Directors  
meetings (since being appointed as  
a director)

- Apr. 1975 Joined Mitsubishi Kasei Kogyo (now  
Mitsubishi Chemical Corporation)
- Apr. 2006 Executive Officer, Mitsubishi Chemical  
Corporation Deputy General Manager,  
Polymers Division
- Apr. 2007 Executive Officer, General Manager,  
Chemicals Division
- Jul. 2008 Dia Chemical Co. Ltd., President
- Jun. 2010 Managing Executive Officer, Mitsubishi Rayon  
Co., Ltd. (now Mitsubishi Chemical  
Corporation)
- Apr. 2013 Director and Managing Executive Officer
- Mar. 2015 Advisor
- Mar. 2016 Stepped down as Advisor
- Apr. 2016 Itochu Chemical Frontier Corporation,  
Executive Advisor
- May 2017 T.I. Associates, Representative Director  
(Current)
- Jun. 2018 Director, Member of the Board (outside and  
part-time), UACJ Corporation (Current)



### Akio Sakumiya

Director, Member of the Board  
(outside, part-time)

Attended 10 of 12 Board of Directors  
meetings (since being appointed as  
a director)

- Apr. 1975 Joined Tateisi Electric Manufacturing Co.  
(now OMRON Corporation)
- Jun. 2003 Executive Officer, General Manager of  
Amusement Equipment Business, OMRON  
Corporation; President and CEO of OMRON  
Ichinomiya Co., Ltd. (now OMRON  
Amusement Co., Ltd.)
- Apr. 2009 Executive Officer, OMRON Corporation;  
President, Electronic Components Business  
Company
- Jun. 2010 Managing Executive Officer, OMRON  
Corporation; President, Electronic and  
Mechanical Components Business Company
- Jun. 2011 Senior Managing Director
- Jun. 2014 Executive Vice President
- Mar. 2018 Outside Audit & Supervisory Board Member,  
Asahi Glass Co., Ltd. (now AGC Inc.)  
(Current)
- Jun. 2018 Director, Member of the Board (outside and  
part-time), UACJ Corporation (Current)

## Audit & Supervisory Board Members



**Hisashi Hasegawa**  
Audit & Supervisory Board Member

Attended 12 of 12 Board of Directors meetings (since being appointed as an auditor)

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  
Apr. 2018 Director, Member of the Board  
Jun. 2018 Audit & Supervisory Board Member (Current)



**Nobuhiro Ishihara**  
Audit & Supervisory Board Member

Attended 16 of 16 Board of Directors meetings

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 Members of the Board



**Akari Asano**  
Audit & Supervisory Board Member (outside, part-time)

Attended 16 of 16 Board of Directors meetings

Apr. 1970 Joined Mitsubishi Rayon Co., Ltd. (now Mitsubishi Chemical Corporation)  
Jun. 2003 General Manager, General Affairs Department  
Jun. 2004 Senior Director  
Jun. 2008 Resigned from Mitsubishi Rayon co., Ltd.  
Jun. 2009 Statutory Auditor (outside and part-time) of Sumitomo Light Metal Industries, Ltd.  
Jun. 2013 Statutory Auditor (outside and part-time) of Sumitomo Light Metal Industries, Ltd.; Statutory Auditor (outside and part-time), Furukawa-Sky Aluminum Corp.  
Oct. 2013 Audit & Supervisory Board Member (outside and part-time), UACJ Corporation (Current)



**Yuki Iriyama**  
Audit & Supervisory Board Member (outside, part-time)

Attended 12 of 12 Board of Directors meetings (since being appointed as an auditor)

Apr. 1970 Joined Nippon Steel Corporation  
May 1977 Graduated from the College of Europe (a graduate school in Belgium)  
Jun. 2002 Director, Manager of the Board and General Manager of Overseas Business Development Division Nippon Steel Corporation  
Apr. 2006 Managing Executive Officer  
Jun. 2009 Executive Advisor  
Oct. 2012 Standing Advisor, Nippon Steel Corporation  
Jun. 2014 Advisor of Nippon Steel Corporation (part-time)  
Mar. 2015 Counsel of Kajitani Law Offices (Current)  
Jun. 2015 Stepped down as advisor (part-time) of Nippon Steel Corporation  
May 2017 Director of Vallourec S.A. (France) (Current)  
Jun. 2018 Audit & Supervisory Board Member (outside and part-time), UACJ Corporation (Current)



**Hiroyuki Yamasaki**  
Audit & Supervisory Board Member (outside, part-time)

Attended 12 of 12 Board of Directors meetings (since being appointed as an auditor)

Oct. 1982 Joined Chuo Accounting Corporation  
Oct. 2005 Director, Chuo Aoyama Audit Corporation  
May 2006 Acting Chairman  
Nov. 2007 Senior Partner of ShinNihon Audit Corporation (now Ernst & Young ShinNihon LLC)  
Aug. 2008 Managing Director of Ernst & Young ShinNihon LLC  
Jul. 2013 Auditor of Japan Venture Capital Association  
Jul. 2017 President of Hiroyuki Yamasaki CPA Office (Current)  
Dec. 2017 Director, Land Business Co., Ltd. (Current)  
Jun. 2018 Audit & Supervisory Board Member (outside and part-time), UACJ Corporation (Current)  
Jun. 2018 Outside Director, Sankyo Co., Ltd. (Current)



**Yoshiro Motoyama**  
Audit & Supervisory Board Member (outside, part-time)

Attended 12 of 12 Board of Directors meetings (since being appointed as an auditor)

Apr. 1980 Joined Mitsubishi Motors  
Mar. 2014 Director, Vice President, General Manager, Production Division, Mitsubishi Fuso Truck and Bus Corporation  
Jan. 2017 Advisor  
Aug. 2017 Takenaka Co. Ltd., Director & CTO (Current)  
Jun. 2018 Audit & Supervisory Board Member (outside and part-time), UACJ Corporation (Current)

## Executive Officers

**Hironori Tsuchiya**  
Senior Managing Executive Officer

**Youji Shimizu**  
Managing Executive Officer

**Hiroyuki Fukui**  
Managing Executive Officer

**Masahiro Teshima**  
Managing Executive Officer

**Yukio Takekawa**  
Managing Executive Officer

**Masataka Taguchi**  
Managing Executive Officer

**Akira Matsushita**  
Managing Executive Officer

**Akinori Yamaguchi**  
Executive Officer

**Teiichi Abe**  
Executive Officer

**Kimitoshi Inagaki**  
Executive Officer

**Akinori Yoshida**  
Executive Officer

**Yasuhiro Hosomi**  
Executive Officer

**Yukihiro Kuwamoto**  
Executive Officer

**Satoshi Sugama**  
Executive Officer

**Shinji Tanaka**  
Executive Officer

**Atsushi Sakae**  
Executive Officer

**Seiichi Hirano**  
Executive Officer

**Tetsuya Yamada**  
Executive Officer

**Henry Gordinier**  
Executive Officer