

Contributing expertise with a view to raise the profile of the Audit & Supervisory Board

UACJ evaluated the efficacy of its auditors for the first time in fiscal 2021. To review the results, a roundtable discussion was held with the three outside auditors serving on the Company's Audit & Supervisory Board, facilitated by the Board's full-time auditor, Atsushi Sakaue. Together they assessed the level of auditing in the Company and shared ideas about how to improve the Board and address issues going forward.

Responses to the auditor evaluation

Sakaue: The evaluation of auditors was our first since the Company's establishment, and the results confirmed that auditing is being carried out effectively on the whole. Before

talking about efficacy, however, I want to point out how this process provided good opportunities for me to review my own duties and learn more about the routine matters handled by outside auditors.

Iriyama: I had been worried that I was going beyond the boundaries of my routine auditing duties by focusing too



Atsushi Sakaue

Full-time auditor

Following UACJ's establishment, Atsushi Sakaue was put in charge of its Accounting Department and Purchasing Department, and then served as executive officer from April 2018. In April 2020, he was appointed as the vice chief executive in charge of the Finance and Accounting Division, and the general manager of the Accounting Department. He joined UACJ's Audit & Supervisory Board in June 2021.

Hiroyuki Yamasaki

Part-time outside auditor

A certified public accountant, Hiroyuki Yamasaki has served as a director and managing director at numerous auditing firms. Eventually he established his own accounting office, and served as a director and auditor at many companies. He was appointed to UACJ's Audit & Supervisory Board in June 2018.

Yuki Iriyama

Part-time outside auditor

A licensed attorney, Yuki Iriyama has acquired extensive experience in corporate management as a managing director at a major steel manufacturer, among other roles. He has also gained expertise in corporate legal affairs as a practicing attorney. He was appointed to UACJ's Audit & Supervisory Board in June 2018.

Yoshiro Motoyama

Part-time outside auditor

A specialist in manufacturing technology, Yoshiro Motoyama has served as a director and vice president at a major automobile manufacturer, and a director and chief technology officer at an automotive parts manufacturer. He was appointed as a member of UACJ's Audit & Supervisory Board in June 2018.

much on the supervision of executive officers and directors, so I was relieved to hear that doing so was actually expected in business management.

Yamasaki: By reconfirming what specific areas need improvement, I recognized how all of us have the same concerns. Sharing that recognition was very valuable. It created momentum for the Audit & Supervisory Board, myself included, to continue strengthening various systems.

Motoyama: I was really encouraged to learn that had critical opinions concerning management and business execution had been expressed by the other outside auditors. As Mr. Iriyama pointed out, the evaluation made it clear how such viewpoints are necessary for the Company.

Sakaue: I know you are all highly aware about how to approach auditing, but the evaluation reminded me of the importance of having external perspectives. Do you have any thoughts about that?

Iriyama: Among us, Mr. Yamasaki is an accountant, Mr. Motoyama is an expert in manufacturing, and I have worked as a lawyer over the past few years after a long time in corporate management. I think we have a great combination of diverse perspectives.

Yamasaki: Shareholders expect outside auditors to contribute to the independence and objectivity of auditing. They tend to view auditors within a legal framework, but we need to explain to them that the Audit & Supervisory Board is involved in a broader range of activities. In that regard, while I audit financial accounting as a matter of course since I am an accountant, I want to fulfill my broader role by working closely with certified public accountants and internal auditors in three-way audits.

Motoyama: By drawing from my experience in factory operations and international corporate management, I believe my role is to raise awareness of new global standards and trends in the industry, and convince managers and executive officers to embrace them, while respecting UACJ's own technological strengths and international corporate culture.

Sakaue: Thank you so much for sharing your diverse views and making suggestions based on your experience.

Issues facing the Group as a whole and the Audit & Supervisory Board's efforts to address them

Sakaue: After three years, the Group has almost completed its structural reforms. What do you think are the challenges ahead, and what can the Audit & Supervisory Board do to contribute?

Iriyama: Major changes are taking place around the world, and the positions of Japan's economy and aluminum industry are shifting. How will the Board of Directors and executive management lead us through these changes? How should their performance be evaluated, and what proposals should be made? These are issues that we auditors must take seriously and respond to while under pressure. Therefore, we will need to keep up to date and refine our abilities to grasp what is happening in the world.

Yamasaki: Since I was appointed, I have always stressed the importance of financial discipline. Investments must be made, of course, to capture rising demand for car stock in North America, and respond to the growing usage of aluminum parts in EVs and other automobiles, but how to control finances while managing both risks and opportunities is a major issue. UACJ has been focusing on improving its financial structure, but keeping it under control is a vital task. With that in mind, all members of the Audit & Supervisory Board will need to draw on their individual expertise and skills to effectively supervise and support the management decision-making we monitor, and initiate discussions and meetings with the Board of Directors and each director.

Motoyama: Over the past nine years since UACJ was formed by merger, it has expanded overseas and made substantial capital investments. It is entering a very good phase now that UACJ (Thailand) has become profitable and business in the U.S. is expected to grow. On the other hand, fostering a sense of unity among group companies in Japan and abroad, mainly through efforts to promote UACJ's management philosophy, still seems to be at an early stage. The Audit & Supervisory Board is not directly involved in this process, but I think it must strictly supervise these activities in order to support group-wide efforts to accomplish the mid-term management plan and long-term UACJ Vision 2030.

How auditors can contribute to corporate governance

Sakaue: You have shared your opinions and suggestions for tackling various issues, but now I would like to hear your views on corporate governance.

Iriyama: UACJ has expanded its scale of operations by establishing large manufacturing plants overseas. In that context, I am concerned about how to create a solid basis and a strong process for corporate governance. There are a few approaches for doing this. One is to collect suggestions from various people and integrate them into a whole. Another is to exercise strong leadership to accomplish objectives. In my view, UACJ leans toward the first approach. It is inclined to have people come together to reach a consensus. As I alluded to earlier, however, the world has changed dramatically, and we can expect big changes in the future, so strong leadership is essential today. To keep leaders in line, however, rules and systems of checks and balances must be put in place. Maintaining the right balance will be important in my opinion.

Sakaue: In other words, one of the roles of the Audit & Supervisory Board is to keep leaders under control.

Iriyama: Yes, that's right

Yamasaki: To make the supervision function work, I think it is important to ensure the independence of the auditors and the Audit & Supervisory Board, and to verify that. Obviously,

auditors are expected to contribute to enhancing the Company's value, and prevent that value from being impaired, but among corporate governance reforms, the importance of outside auditors comes from the importance given to independence. From that standpoint, independent audits are essential for increasing the credibility and transparency of the internal auditor selection process and the implementation of internal control systems.

Sakaue: While each of you recognizes the importance of independence, according to comments in the auditor evaluation, the extent of independence in practical terms is somewhat unclear.

Motoyama: In my case, after I was appointed as an auditor, structural reforms were launched and progress was made with respect to corporate governance. Still, this progress was driven by a top-down approach, established hierarchies, and procedures, so the speed and agility needed in today's world seemed to be lacking. Especially now, when the majority of sales comes from overseas, UACJ's corporate governance is entirely based on the perspective of Japanese managers, so I think there is still room for improvement. Therefore, in meetings of the Board of Directors, it is imperative that each of us explain our views and what we have learned in the process of routine operational audits and financial audits, and press for more speed and agility in management.

Sakaue: Indeed, we need to better understand international concepts of corporate governance and how it is viewed overseas. That is certainly something to improve.



The Audit & Supervisory Board's role in human resources development

Sakaue: A number of opinions were expressed about successor training in the auditor evaluation.

Yamasaki: I would like to see the duties of internal auditing departments fully covered in human resources training and career development. Employees and managers can learn about many operational processes of a company in its auditing department. Indeed, auditing is the best job for understanding a company. Making use of it in the career development of business people is a good idea.

Motoyama: I agree. By gaining work experience in an internal

audit department, as you said, during a job rotation period, for example, people can develop their ability to consider multiple aspects of things when on the job and broaden their perspective. Incorporating this in training programs designed for the growth of individuals and for the company over the medium and long terms can raise the level of human resources development and corporate governance as a whole, without requiring more personnel in the internal audit department.

Sakaue: As part of their duties, full-time auditors are responsible for keeping up to date about things happening in the Company, so they should also look for suitable candidates for auditor positions as well, in my opinion.

Envisioning the future of the Audit & Supervisory Board

Sakaue: Finally, I would like to know what kind of Audit & Supervisory Board you think would be best for the Company in the future?

Iriyama: Rather than the kind of Audit & Supervisory Board or committee structure, I am more interested in the expertise of each member and the overall balance of their standpoints. As I mentioned earlier, we are fortunate to have such a diverse group of outside auditors and full-time internal auditors. Over the past four years, I think our discussions have been very interactive. I hope steps are taken to maintain this good balance of members, and even improve it if possible. At the same time, in order to ensure sound leadership, which is unrelated to the balance of members' standpoints, we must work hard to make our presence felt as individuals with our own views and opinions.

Yamasaki: One of the questions in the evaluation asked us to comment on the extent the activities of the Audit & Supervisory Board and the role of its members are understood within the company. To be sure, auditors do not simply gather information; they can also receive information if employees are willing to report to the Audit & Supervisory Board when something happens, regardless of whether the incident is related to the law or regulations. For that reason, trust in is absolutely necessary, and making everyone aware of what auditors do is essential from the start. For example, when conducting audits at subsidiaries overseas or important manufacturing plants, we make sure to



hold meetings with upper management and talk with workers on the factory floor, because we want everyone to know that we are the people they should report problems to if they want positive changes to be made. This builds trust and gives them hope that the information we collect is actually useful. To build more trust in the activities of the Audit & Supervisory Board and the roles of its members going forward, better disclosure by the Board should be discussed, in my opinion.

Motoyama: I agree. I would also add that for auditors to supervise only the Board of Directors is insufficient. We need to visit various committees and factories in Japan and abroad to explain our roles, authority, and responsibilities. We need everyone to appreciate and recognize that the auditors are doing their best for the Company. That will improve our ability to collect information, and sharing information will enhance our supervision capabilities.

Sakaue: Based on our discussion today, I am pleasantly surprised and reassured that all of you are equally aware of the issues we face. To be honest, I did not fully understand the duties of the Audit & Supervisory Board before, but I recognize now that we have a vital role to play, and as Mr. Iriyama said, we must "make our presence felt." I am confident that we can build mutual trust and create an environment that allows each auditor to increasingly apply his expertise. Having listened closely to your opinions today, I feel a renewed determination to make my presence felt in the Company as a full-time member of the Audit & Supervisory Board. Thank you.

Board of Directors (as of June 22, 2022)

Directors



Miyuki Ishihara
Representative Director & President
Attended 14 of 14 Board of Directors meetings

Apr. 1981 Joined Sumitomo Light Metal Industries, Ltd.
Executive Officer
Oct. 2012 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)



Teruo Kawashima
Director, Member of the Board,
Executive Vice President in charge of group-wide
financial affairs, corporate communications,
and management strategies
Attended 14 of 14 Board of Directors meetings

Apr. 1982 Joined Sumitomo Light Metal Industries, Ltd.
Apr. 2013 Deputy General Manager, Administrative Division
Oct. 2013 Executive Officer, UACJ Corporation
Apr. 2016 Executive Officer, UACJ Corporation; CEO,
UACJ North America Inc.
Apr. 2019 Managing Executive Officer
Jun. 2019 Director, Member of the Board,
Managing Executive Officer
Apr. 2022 Director, Member of the Board,
Executive Vice President (current)



Katsuyasu Niibori
Director, Member of the Board, Senior
Managing Executive Officer in charge of
operating subsidiaries, Director and
President of UACJ Extrusion Corporation
Attended 14 of 14 Board of Directors meetings

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
Jun. 2018 Director, Member of the Board,
Managing Executive Officer, UACJ Corporation
Apr. 2021 Director, Member of the Board, Senior Managing
Executive Officer (current); President and
Director, UACJ Extrusion Corporation (current)



Seiichi Hirano
Director, Member of the Board, Managing
Executive Officer, Chief Executive,
Research & Development Division,
officer in charge of digital transformation
Attended 14 of 14 Board of Directors meetings

Apr. 1984 Joined Sumitomo Light Metal Industries, Ltd.
Apr. 2019 Executive Officer, UACJ Corporation
Apr. 2020 Chief Executive,
Research & Development Division (current)
Jun. 2020 Chief Executive, Research & Development
Division Director, Member of the Board,
Executive Officer
Apr. 2021 Director, Member of the Board,
Managing Executive Officer (current)



Shinji Tanaka
Director, Member of the Board, Managing
Executive Officer, Chief Executive, Corporate
Strategic Restructuring Office, officer in
charge of climate change countermeasures
Attended 11 of 11 Board of Directors meetings
(following his appointment as a director)

Apr. 1987 Joined Sumitomo Light Metal Industries Co., Ltd.
Jan. 2016 Director, Member of the Board,
UACJ (Thailand) Co., Ltd.
Apr. 2018 Executive Officer, Executive Vice President,
UACJ (Thailand) Co., Ltd.
Apr. 2021 Executive Officer, Chief Executive of the
Corporate Strategic Restructuring Office
(current); Vice Chief Executive, Business
Support Division; Vice Chief Executive,
Finance and Accounting Division
Jun. 2021 Director, Member of the Board, Executive Officer
Apr. 2022 Director, Member of the Board,
Managing Executive Officer (current)



Fumiharu Jito
Director, Member of the Board, Executive
Officer, Chief Executive, MONOZUKURI Core
Manufacturing Innovation Division
Newly appointed in June 2022

Apr. 1988 Joined Furukawa Electric Co., Ltd.
Jun. 2011 General Manager, Production Department,
Rolled Products Division, Fukui Works,
Furukawa-Sky Aluminium Corp.
Apr. 2019 Senior General Manager, Fukaya Works, Flat
Rolled Products Division, UACJ Corporation
Apr. 2021 Senior General Manager, Nagoya Works,
Flat Rolled Products Division
Apr. 2022 Executive Officer, Chief Executive, Monozukuri
Core Manufacturing Division (current)
Jun. 2022 Director, Member of the Board,
Executive Officer (current)

Outside Members of the Board



Ryoko Sugiyama
Director, Member of the Board
(outside, part-time)*
Attended 12 of 14 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.
Apr. 2010 Professor, Fuji Tokoha University (currently
Tokoha University) Faculty of Social and
Environmental Studies
Jun. 2010 Outside Director, Lecip Holdings Corporation
Jun. 2015 Director, Member of the Board (outside and
part-time), UACJ Corporation (current)
Jan. 2016 Representative Director of non-government
incorporated foundation (currently public
interest incorporated foundation)
Gifu Sugiyama Memorial Foundation (current)
Jun. 2016 Outside Director and Audit & Supervisory
Committee member of Lecip Holdings
Corporation (current)
Jun. 2017 Outside Director, Kurita Water Industries Ltd.
(current)
Dec. 2018 Owner and Representative Director,
Gifu Shimbun (current)
Dec. 2019 Director and Chairperson, Gifu Broadcasting
System, Inc. (current)

Rationale for selection: Ryoko Sugiyama was invited to serve to utilize her extensive background as a university professor and management experience as a company director.



Takahiro Ikeda
Director, Member of the Board
(outside, part-time)*
Attended 14 of 14 Board of Directors meetings

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
Apr. 2015 Advisor
Apr. 2016 Itochu Chemical Frontier Corporation,
Executive Advisor
May 2016 T.I. Associates, Representative Director (current)
Jun. 2018 Director, Member of the Board (outside and
part-time), UACJ Corporation (current)

Rationale for selection: Takahiro Ikeda was invited to serve to utilize his experience as a director at a major chemical manufacturer and long career in corporate management.



Akio Sakumiya
Director, Member of the Board
(outside, part-time)*
Attended 14 of 14 Board of Directors meetings

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
Ichinomiyama 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.)
Jun. 2018 Director, Member of the Board (outside and
part-time), UACJ Corporation (current)

Rationale for selection: Akio Sakumiya was invited to serve to utilize 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.



Yoshitaka Mitsuda
Director, Member of the Board
(outside, part-time)*
Newly appointed in June 2022

Jul. 1993 Assistant Professor, Institute of Industrial
Science, University of Tokyo
Dec. 2002 Specialist, Higher Education Planning Division,
Higher Education Bureau, Ministry of Education,
Culture, Sports, Science and Technology
Jun. 2005 Professor, Institute of Industrial Science,
University of Tokyo
Apr. 2009 Special Assistant to the President (in charge of
financial affairs) and Vice President, Institute
of Industrial Science
Apr. 2020 Professor, Research Department, National
Institution for Academic Degrees and Quality
Enhancement of Higher Education (current)
Jun. 2020 Professor Emeritus, University of Tokyo (current)
Jun. 2022 Director, Member of the Board (outside,
part-time), UACJ Corporation (current)

Rationale for selection: Yoshitaka Mitsuda was invited to serve based on his background in materials-related education and training, and extensive experience in university management and public-private-academic partnerships.

Audit & Supervisory Board Members



Atsushi Sakae

Audit & Supervisory Board Member

Attended 11 of 11 Board of Directors meetings (following his appointment as a full-time auditor)

Apr. 1985 Joined Sumitomo Light Metal Industries Co., Ltd.
Apr. 2018 Executive Officer, UACJ Corporation
Apr. 2020 Vice Chief Executive, Finance and Accounting Division
Jun. 2021 Audit & Supervisory Board Member (current)



Ryu Sawachi

Audit & Supervisory Board Member

Newly appointed as a full-time auditor in June 2022

Apr. 1985 Joined Furukawa Electric Co., Ltd.
Oct. 2013 General Manager, Public and Investor Relations Department, UACJ Corporation
Apr. 2019 General Manager, Corporate Communication Department
Apr. 2020 Vice Chief Executive, Business Support Division
Jun. 2022 Audit & Supervisory Board Member (current)

Outside Members of the Audit & Supervisory Board



Yuki Iriyama

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

Attended 14 of 14 Board of Directors meetings

Apr. 1970 Joined Nippon Steel Corporation
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)
May 2017 Director of Vallourec S.A. (France)
Jun. 2018 Audit & Supervisory Board Member (outside and part-time), UACJ Corporation (current)

Rationale for selection: Yuki Iriyama was invited to serve to utilize 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

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

Attended 13 of 14 Board of Directors meetings

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.
Jun. 2018 Audit & Supervisory Board Member (outside and part-time), UACJ Corporation (current)
Jun. 2018 Outside Director, Sankyo Co., Ltd. (current)
Dec. 2020 Director and Vice President, Land Business Co., Ltd. (current)

Rationale for selection: Hiroyuki Yamasaki was invited to serve to utilize his extensive background in finance and accounting as a certified public accountant specializing in corporate accounting.



Yoshiro Motoyama

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

Attended 14 of 14 Board of Directors meetings

Apr. 1980 Joined Mitsubishi Motors
Mar. 2014 Director, Vice President, General Manager, Production Division, Mitsubishi Fuso Truck and Bus Corporation
Aug. 2017 Takenaka Co. Ltd., Director & CTO
Jun. 2018 Audit & Supervisory Board Member (outside and part-time), UACJ Corporation (current)
Aug. 2019 Director, Takenaka Co., Ltd.
Aug. 2021 Executive Advisor, Takenaka Co., Ltd. (current)

Rationale for selection: Yoshiro Motoyama was invited to serve to utilize 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.

* Appointed as an independent officer after being deemed to have no conflict of interests with the Company's ordinary shareholders

Executive Officers

Masataka Taguchi Senior Managing Executive Officer

Akinori Yamaguchi Senior Managing Executive Officer

Teiichi Abe Managing Executive Officer

Akito Imaizumi Managing Executive Officer

Henry Gordinier Managing Executive Officer

Keizo Hashimoto Executive Officer

Joji Kumamoto Executive Officer

Fumihiko Sato Executive Officer

Haruhiro Iida Executive Officer

Basic philosophy of corporate governance

The UACJ Group manifests its corporate philosophy through business activities that contribute to creating a sustainable and prosperous society. In so doing, the Group aims to achieve

sustainable growth and enhance its corporate value over the long term. One of the most important tasks of management to fulfill that objective is to establish and execute effective corporate governance.

Steps to strengthen corporate governance since UACJ's establishment

Year	UACJ's plans and goals	Measures to enhance governance						
2013		Appointed the Company's first outside director						
2014		Promoted the Company's first non-Japanese nationals to executive officer positions						
2015	First mid-term management plan from fiscal 2015 to 2017	Appointed the Company's first female outside director						
2016	Major policies <ul style="list-style-type: none"> Expand into the growing automotive, transport, and energy industries while bolstering operations in Asia and other growth regions 	Commenced evaluation of the effectiveness of the Board of Directors						
2017	<ul style="list-style-type: none"> Organize optimized manufacturing operations in each business and facilitate technological integration Develop new technologies and products 	Established Nomination and Remuneration Advisory Committee						
2018	Second mid-term management plan from fiscal 2018 to 2020	Appointed people with experience in business management as outside directors						
	Major policies <ul style="list-style-type: none"> 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 	Implemented a system of performance-linked remuneration for full-time directors (page 72)						
2019	Implementation of structural reforms from fiscal 2019 to 2022	Changes in fiscal 2019 <ul style="list-style-type: none"> Reduced the number of directors and executive officers <table border="1"> <tr> <td>Full-time Directors also serving as executive officers</td> <td>Outside directors</td> <td>Executive officers</td> </tr> <tr> <td>8 → 6</td> <td>4 → 4</td> <td>27 → 14</td> </tr> </table> <ul style="list-style-type: none"> Reorganized corporate divisions Revised the remuneration system 	Full-time Directors also serving as executive officers	Outside directors	Executive officers	8 → 6	4 → 4	27 → 14
Full-time Directors also serving as executive officers	Outside directors		Executive officers					
8 → 6	4 → 4	27 → 14						
2020	Major objectives <ul style="list-style-type: none"> Increase earnings capacity Reform financial structure Increase the speed and efficiency of management decision-making 	Full operation of a succession plan begins						
2021	Third mid-term management plan from fiscal 2021 to 2023	Evaluation survey of the effectiveness of the Board of Corporate Auditors						
	<ul style="list-style-type: none"> Complete structural reforms Strengthen foundations for growth Contribute to achieving a better world (promote sustainability) 	<p>Independent outside directors comprise two-fifths of the Board of Directors (as of June 2022)</p> <p>Composition of the Board of Directors</p> <p>Outside members comprise three-fifths of the Audit & Supervisory Board (as of June 2022)</p> <p>Composition of the Audit & Supervisory Board</p> <p>More than half of the committee are independent outside directors (as of June 2022)</p> <p>Nomination and Remuneration Advisory Committee</p>						
2022	UACJ Vision 2030 <ul style="list-style-type: none"> Capturing demand in growth sectors and growth markets Utilize enhanced aluminum materials to contribute to greater social and economic value Tap into new business domains Cut CO₂ across product lifecycles 							

Corporate Governance System

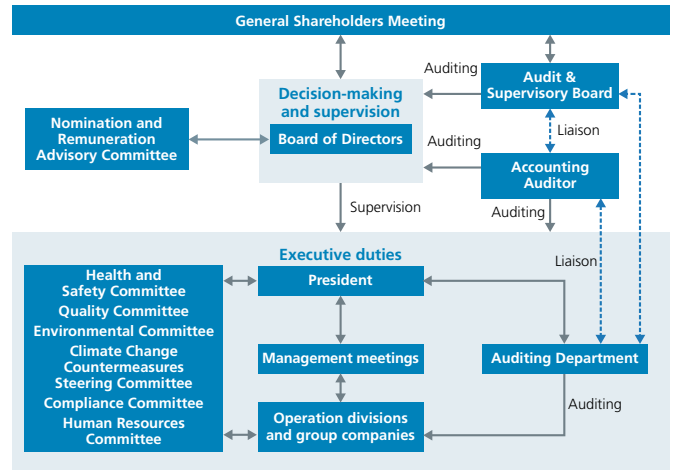
Board of Directors

The Company utilizes an Audit & Supervisory Board member system. Following an executive officer system for business execution, managerial decision-making and supervisory functions are separated from business execution thereby strengthening the functions of the Board of Directors and accelerating the speed of business execution. To further clarify this separation and improve the supervisory function, in June 2022 the Articles of Incorporation were amended to make the president the chief executive officer in charge of business execution and to allow mutual selection of the Chair of the Board of Directors.

The Board of Directors meets monthly to discuss important management matters and report on the status of business execution in accordance with laws, the Articles of Incorporation, and internal regulations. In fiscal 2021, the discussions largely focused on oversight of the structural reform progress and future strategies for human resources and technology. The Board also monitored the status and received updates on the measures addressing each materiality issue.

As of June 22, 2022, the Board of Directors was chaired by the Representative Director and comprised of 10 directors (including four independent outside directors) and five auditors (including three independent outside auditors). The secretariat of the Board of Directors provides information and other support.

Corporate Governance System



Overview of Corporate Governance Structure

Form of institutional design	Company with an Audit & Supervisory Board
Total number of directors	10 (of whom 4 are outside directors)
Total number of Audit & Supervisory Board members	5 (including 3 outside directors)
Ratio of female directors	10%
Directors' term of office	1 year
Adoption of an executive officer system	Yes
Voluntary advisory body to the Board of Directors	Nomination and Remuneration Advisory Committee
Accounting auditors	Deloitte Touche Tohmatsu LLC

Main agenda of the Board of Directors

Category	Main discussions and agenda items
Management	<ul style="list-style-type: none"> Streamlining of management (including share transfers, acquisitions, and sales of businesses) Medium- and long-term strategies, Fiscal 2022 plan Budget/Income and Expenditure/Borrowing plan Compliance with the corporate governance code
Sustainability	<ul style="list-style-type: none"> Sustainability vision Establishment of materiality issues measures and targets CSR Committee report • Environmental Committee report • TCFD
Board of Directors/ Officers	<ul style="list-style-type: none"> Evaluation of the effectiveness Nomination of officers Assignment and responsibilities of directors and executive officers Remuneration of officers Nomination of Nomination and Remuneration Advisory Committee members Skill matrix • Criteria for non-reappointment of directors
Stocks/ Shareholders' Meeting/ Investors	<ul style="list-style-type: none"> Sale of strategic shareholdings Revision of share ownership rules Holding of the annual general meeting of shareholders IR activity reports

Message from the Chair of the Board of Directors

Corporate governance is the foundation that underpins all of the Group's business activities, and fortifying our governance is an important management issue for fulfilling the Group's philosophy and enhancing corporate value.

As a Company with an Audit & Supervisory Board, we emphasize the decision-making and supervisory functions of the Board of directors and take steps to strengthen the cycle of verification and improvement, such as by conducting third-party evaluations of the Board of Directors. These efforts have yielded tangible results, such as increasing the discussions about management strategies, but we will not become complacent and will continue seeking to improve.

The composition of the Board of Directors currently has four of the ten directors as outside directors and nearly half of the auditors and other Board members from outside the company. The diversity and skill matrix that they represent along with their knowledge and experience fuels full and lively discussion.

In fiscal 2021, discussion focused largely on human resources and technology strategies and other topics related to the company's business direction. In fiscal 2022, we intend to maintain appropriate oversight of efforts to address issues related to structural reform and sustainability.

As Chair of the Board, I will continue striving to maintain the effective functioning of the Board of Directors and to strengthen corporate governance to ensure the Group continues advancing toward establishing sustainable growth and enhancing its corporate value over the medium and long term.

Miyuki Ishihara
Representative Director & President

Audit & Supervisory Board

As an independent body that playing a role in corporate governance, the Audit & Supervisory Board is tasked with auditing the execution of duties by the board members. To improve the quality of auditing, a three-way audit system has been adopted for cooperation among Audit & Supervisory Board audits, internal audits, and audits by accounting auditors. Following the auditing policies and plans set out by the Audit & Supervisory Board, these audits are conducted, in principle, once a year and focus primarily on the execution of duties by the board members in areas including the development and operation of internal control systems, prevention of risks, and initiatives to address managerial issues.

The Board of Auditors consists of five auditors (including three independent outside auditors), two of which have knowledge of finance and accounting. Management believed there was a need to have a stronger auditing system during the four years beginning in June 2018, the year prior to the start of structural reforms, and therefore maintained six auditors on the Board of Auditors. The current format of five auditors was instituted in June 2022 because of the significant improvement in the auditing conditions, which now enable efficient and expeditious audits, and the improved cooperation within the internal auditing structure.

Nomination and Remuneration Advisory Committee

The Company has strengthened corporate governance and enhanced objectivity and transparency in the decision-making process by establishing the Nomination and Remuneration Advisory Committees to serve as an advisory body to the Board of Directors in decisions related to nominating directors, executive officers and corporate auditors and to determining the compensation of directors and executive officers.

The committee places high priority on independence, with an independent outside director serving as the committee chair and four of the six committee members being independent outside directors.

In fiscal 2021, the committee discussed and reported to the Board of Directors on topics including the composition of the Board of Directors and the skills that the Board of Directors should have, the progress of the successor candidate plan, and the short-, medium-, and long-term targets and results for performance-linked remuneration.

Evaluation of the Effectiveness of the Board of Directors

Each year, the Company evaluates and takes steps to improve the effectiveness of the Board of Directors. At appropriate intervals, we also engage third-parties to conduct analysis and evaluations with the intention of ensuring the neutrality and objectivity of our evaluations and to make our improvement measures even more effective. The most recent third-party evaluation was conducted in fiscal 2020.

Processes and initiatives for evaluating effectiveness

Flow

- 1) For ongoing follow-up, a survey is created based on the fiscal 2020 third-party evaluation questionnaire
- 2) Directors and auditors respond in writing, and the secretariat analyzes the results of their responses
- 3) The Board of Directors discusses the analysis findings

Major items for evaluation

- Roles and responsibilities of the Board of Directors
 - Decision making by the Board of Directors
- Supervisory functions of the Board of Directors
 - Composition of the Board of Directors
 - Operation of the Board of Directors
- Role of the Nomination and Remuneration Advisory Committee
 - Relations with investors and shareholders

Results of evaluation in fiscal 2020

- The scope and composition of internal and external members of the Board of Directors is appropriate
- Operation of the Board of Directors is appropriate with regard to the frequency of meetings and the deliberation time, content, and number of discussions
- The Nomination and Remuneration Advisory Committee conducted active discussions
- Full discussions were held concerning the Company's main direction, which was an issue in the previous fiscal year, and the Board of Directors and Nomination and Remuneration Advisory Committee adequately shared information

Future topics and measures

- Continuing and enhancing discussion on cultivating and increasing diversity of global human resources, continue conducting full discussions about human resources strategy
- Continuing to actively provide support for outside directors
- Furthering discussions on succession plans for directors

History of improvements to the effectiveness of the Board of Directors

FY	Major items for improvement	Initiatives implemented in response to evaluations received
2017	<ul style="list-style-type: none"> • Improvement of materials that assist with governance 	<ul style="list-style-type: none"> • Revision of proposal and reporting standards to strengthen supervisory functions • Improvements to advance explanations provided to outside directors and Audit & Supervisory Board members
2018	<ul style="list-style-type: none"> • Ensuring the diversity of the Board of Directors • Improvements to advance explanations provided to outside directors and Audit & Supervisory Board members, and ensuring that documents are sent at least three days prior to meetings 	<ul style="list-style-type: none"> • Creation of documentation guidelines for the Board of Directors • Improvements to the content of reports made to the Board of Directors
2019	<ul style="list-style-type: none"> • Introduction of important materials at appropriate times • Improvements to discussion of management strategy 	<ul style="list-style-type: none"> • New addition of "deliberation" to the agenda categories • Implementation of policy reports to each division
2020	<ul style="list-style-type: none"> • Enhance discussion on major directions for the Company • Improvement of reports and explanatory materials that assist with governance 	<ul style="list-style-type: none"> • Selection of major themes for the medium to long term • Improved support for outside directors and Audit & Supervisory Board members • Improving information sharing between the Nomination and Remuneration Advisory Committee and the Board of Directors
2021	<ul style="list-style-type: none"> • Enhance discussion of the Company's main direction • Information sharing between the Board of Directors and the Nomination and Remuneration Advisory Committee 	<ul style="list-style-type: none"> • Resumed tours of manufacturing facilities for outside officers • Provided training opportunities for outside directors • Elevated discussion of issues related to human resources strategy

Remuneration of officers

UACJ's officer remuneration system is intended to provide management incentive to respond to the expectations of a variety of stakeholders and to promote steady and sound business development to continue generating the profits needed to contribute to society.

The system is also designed to share the benefits and risks of stock price fluctuations with shareholders and increase their desire to help increase share prices, raise business value, and improve our performance in the medium and long term. The remuneration system is periodically reviewed to ensure it is functioning appropriately and effectively. To further enhance the system's objectivity and transparency, beginning in fiscal 2021, decisions concerning remuneration of individual directors will be made by the Board of Directors, rather than by directors. The Nomination and Remuneration Advisory Committee annually reviews the remuneration system and assesses the need for revisions based on changes in the business environment and how the system is actually operating.

Initiatives to date

2018	Reviewed the remuneration system and implemented short-term performance-linked remuneration* and medium-to long-term performance-linked remuneration (PSU)
2020	As the Company worked towards structural reform, increased the short-term performance-linked remuneration ratio, and introduced total shareholder return to the system of medium-to long-term performance-linked remuneration
2021	<p>Introduced SDGs evaluation to short-term performance-linked remuneration, and restricted stock units (RSU) to medium-to long-term performance-linked remuneration</p> <ul style="list-style-type: none"> Recognizing that initiatives related to contributing to achieving a better world (promoting sustainability)—one of the three major objectives in the third mid-term management plan—are indispensable to corporate growth and an important factor in share evaluation, we integrated non-financial indicators into the remuneration system, improved incentives to engage in sustainability-related activities, and implemented SDGs evaluation into short-term performance-linked remuneration with an eye to future business growth and improving share value. We introduced restricted stock units alongside the existing performance share units in order for the remuneration system to reflect medium- and long-term contributions more appropriately, and instituted Shareholding Guidelines that encourage those in management to hold a certain amount of company shares. To strengthen risk management in the context of the officer remuneration system, so-called malus and clawback clauses were established. Abolished the reappointment of directors as a method of deciding individual remuneration

* Outside directors are not subject to the performance-linked remuneration system, as their primary duty is to provide supervision from an independent, objective standpoint.

Total remuneration of directors and Audit & Supervisory Board members in fiscal 2021

Positions	Number of members	Total amount by type of remuneration			Total remuneration
		Base salary	Short-term performance-linked remuneration	Medium-to long-term performance-linked remuneration	
All directors (Outside directors)	11 (4)	¥283 million (¥53 million)	¥153 million (-)	¥56 million (-)	¥492 million (¥53 million)
All Audit & Supervisory Board Members (Outside members)	7 (4)	¥91 million (¥40 million)	- (-)	- (-)	¥91 million (¥40 million)
Total (Outside directors and Audit Supervisory Board members)	18 (8)	¥374 million (¥92 million)	¥153 million (-)	¥56 million (-)	¥582 million (¥92 million)

Note: The above table includes one director who retired and one corporate auditor who resigned at the conclusion of the 8th Ordinary General Meeting of Shareholders held on June 22, 2021.

Composition of the performance-linked remuneration system from fiscal 2021

■ Short-term performance-linked remuneration system

Evaluation factors	Company-wide performance	Consolidated net income, consolidated ROE, consolidated ROIC, consolidated ordinary income before inventory valuation
	Divisional performance	Divisional ordinary income, divisional ROIC, divisional ordinary income before inventory valuation
	SDGs	Evaluation of the level to which activity targets in the six materiality issues set out in our long-term management vision were achieved (weighting is approximately 10% of total short-term performance-linked remuneration)
	Individual performance	Mainly qualitative evaluation of important initiatives, etc., not reflected in company-wide or divisional performances for a single fiscal year (weighting is approximately 10% of total short-term performance-linked remuneration)
Evaluation period		Single fiscal year
Range of variation in performance-based remuneration		Changes within a range of 0 to 200% in accordance with the level of achievement, based on a payment ratio of 100% for 100% achievement of the goal
Content of remuneration		Paid in cash

■ Medium-to long-term performance-linked remuneration system

Restricted stock units (a system of providing shares and cash payments conditional on continuing service for three further years)

Evaluation factors	Conditional on continuing service
Evaluation timing	Three fiscal years
Range of variation in performance-linked remuneration	No change due to performance
Content of remuneration	Half of the assigned units with vested rights are provided as shares, with the remainder paid in cash

Performance share units (a system of providing shares and cash payments in accordance with the level of achievement of medium- and long-term performance goals for the entire Company)

Evaluation factors	Company-wide performance	Consolidated ROIC, consolidated adjusted EBITDA, consolidated D/E ratio
	Total shareholder return	Evaluation based on the growth rate of the Company's total shareholder return divided by the TOPIX (Tokyo Stock Price Index) during the evaluation period
Evaluation period		Three fiscal years
Range of variation in performance-linked remuneration		Changes within a range of 0 to 200% in accordance with the level of achievement, based on a payment ratio of 100% for 100% achievement of the goal
Content of remuneration		Half of the assigned units with vested rights are provided as shares, with the remainder paid in cash

Breakdown of remuneration (when 100% of short- and medium-term goals are achieved)



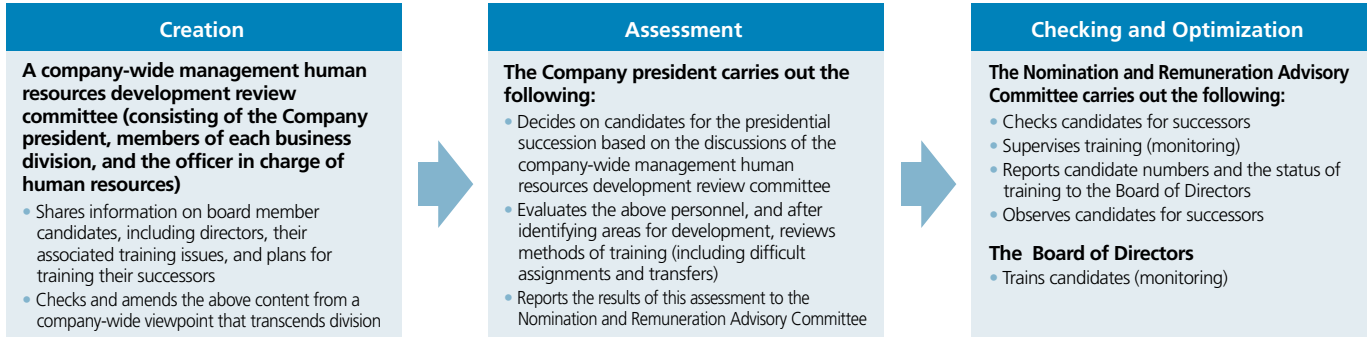
Succession plans

The Company has succession plans in place for the president and senior management positions. All Board members participate in an internal selection process that encompasses multiple perspectives and human resource data with the aim of providing a well-rounded approach to identifying candidates. We clarify any issues associated with each candidate and train them through challenging assignments, transfers, and education so they have abundant opportunity to gain the competencies and experience needed to serve as senior management. The status of the succession plan status is

periodically reported to the Nomination and Remuneration Advisory Committee (which includes four independent outside directors), which monitors the processes to ensure objectivity. The Board of Directors verifies and supervises the process.

The system’s objective is to cultivate successor candidates over the medium and long term for the positions of president and department managers. The system also includes succession plans for departmental and sectional managers with the aim of systematically cultivating human resources for organizational management positions. The coordinated implementation of these succession plans for senior management enables the methodical development of human resources for the entire Group.

Succession plan for the Company president



Selection and nomination of officers

The Nomination and Remuneration Advisory Committee evaluates candidates based on their career backgrounds, former positions, qualifications, and capabilities. The Board of Directors makes the final decision on appointments based on the committee’s recommendations.

Candidates for Audit & Supervisory Board members positions must also be approved by the Audit & Supervisory Board.

When selecting independent outside directors, the Company considers candidates first by considering any potential conflicts of interest and by seeking individuals who can be expected to engage in frank, active, and constructive dialogue at the Board of Directors meetings. Currently one of the four independent outside directors is a woman, and three of the directors have experience in corporate management.

UACJ is focusing on achieving a balance in the overall knowledge, experience, and abilities of the Board of Directors, and in developing systems that take into account diversity and scale.

Skill matrix

The Board of Directors and the Nomination and Remuneration Advisory Committee conducted specific discussions on the skills (knowledge, experience, and abilities) that a Board member should possess in order to implement the three main strategies of the third medium-term management plan and realize the long-term UACJ VISION 2030.

We intend to create a Board of Directors that as whole is a body equipped with nine skill sets for executing effective management oversight.

The nine skill fields are presented in the chart at the right.

Reason for selection as a desired skill field

Skill fields	Reasons for appointment
Corporate management/Strategy	A wide range of knowledge, experience, and ability in corporate management and strategies—of our Company or other companies—is indispensable as the Group positions enhancing earnings capability and strengthening management systems, which are essential to our structural reform.
Finance/ Accounting	Finance and accounting knowledge, experience, and ability are indispensable to appropriately preparing, supervising, and auditing financial statements as well as to management aimed at improving our financial position through careful investment scrutiny and capital efficiency, which is essential to our structural reform.
Sales/Marketing	Sales and marketing knowledge, experience, and ability are indispensable to strengthening the foundations for growth as we seek to increase the added value of enhanced materials business and focus on growth markets (North America and Southeast Asia) and growth sectors (can stock and automotive components).
Overseas business	With overseas operations accounting for roughly half of Group sales, overseas business knowledge, experience, and ability is indispensable to leveraging our three-point—Japan, North America and Thailand—global supply network to further expand our presence on the global stage.
R&D/Manufacturing	Research and development and manufacturing knowledge, experience, and ability are indispensable to developing aluminum products that help reduce environmental burden as well as to creating and providing added value in enhanced materials and developing mechanisms and systems to create new business domains.
Legal/Governance	Legal and governance knowledge, experience, and ability is indispensable to ensuring comprehensive compliance and risk management and to executing the corporate governance required of a listed company in the prime market and enhancing corporate value.
IT/Digital	IT and digital knowledge, experience, and ability are indispensable to strengthening the foundations for growth, effectively allocation management resources to digital technology activities and advancing our digital transformation, pursuing the potential of aluminum, and creating new business domains.
Sustainability	Sustainability knowledge, experience, and ability is indispensable to achieving a better world and to focusing our efforts to address climate change and other challenges as well as to fulfill our plan to use diverse human resources in our business and promote the development and diversification of our human resources.
Other industries/fields	Knowledge, experience and ability in other fields and industries is indispensable to fulfilling the UACJ VISION 2030 and to providing an outside perspective to supervising management and diversity to the Board of Directors.

Board composition and expertise

Name	Attributes	Tenure	(i) Corporate management/Strategy	(ii) Finance/Accounting	(iii) Sales/Marketing	(iv) Overseas business	(v) R&D/Manufacturing	(vi) Legal/Governance	(vii) IT/Digital	(viii) Sustainability	(ix) Other industries/Other fields	Main reasons for marking (○) in the relevant skill fields
Miyuki Ishihara	Internal	—	7 years	○			○	○		○		(i) Representative Director & President of the Company; (v) Long-standing experience in manufacturing division; (vi) Instrumental in enhancing the Company's corporate governance; (viii) Led the Company's sustainability activities
Teruo Kawashima	Internal	—	3 years	○	○	○						(i) Executive Vice President of the Company; (ii) In charge of Group financial strategies; (iv) Experience as CEO of an overseas company of the Group
Katsuyasu Niibori	Internal	—	5 years	○	○	○						(i) Instrumental in formulating the Company's management plans; (iii) Long-standing experience in planning and sales divisions; (iv) Experience as General Manager of Global Sales & Marketing Division
Seiichi Hirano	Internal	—	2 years	○	○	○	○		○			(i) and (iii) Chief Executive of Research & Development Division of the Company; (iv) and (v) Extensive experience in research and manufacturing divisions (incl. overseas); (vii) In charge of advancing the Company's digital transformation
Shinji Tanaka	Internal	—	1 year			○	○		○	○		(iv) Extensive experience in overseas business (incl. overseas); (v) Extensive experience in manufacturing division; (vii) Experience being in charge of Information Technology Division; (viii) In charge of promoting the Company's climate change countermeasures
Fumiharu Jito	Internal	—	—				○		○			(v) Extensive experience in manufacturing division; (vii) In charge of Information Technology Division
Ryoko Sugiyama	Outside Independent	—	7 years	○				○		○	○	(i), (vi) and (ix) Experience in business execution and as outside director of other companies and organizations; (viii) Knowledge in ESG, sustainability, and diversity promotion
Takahiro Ikeda	Outside Independent	—	4 years	○	○	○					○	(i), (iii), (iv) and (ix) Experience as director of a major chemical manufacturer (experience in sales, marketing, management of overseas business)
Akio Sakumiya	Outside Independent	—	4 years	○				○			○	(i), (vi) and (ix) Experience as director and Executive Vice President of a major electronic components manufacturer (served as committee member and vice chairperson of various advisory committees)
Yoshitaka Mitsuda	Outside Independent	—	—				○			○	○	(v), (viii) and (ix) Experience in education and research on smelting and recycling of non-ferrous metals at university and research institutions, experience in university operations
Atsushi Sakaue	Internal	—	1 year		○							(ii) Experience as Vice Chief Executive of Finance and Accounting Division
Ryu Sawachi	Internal	—	—					○		○		(vi) Experience as Vice Chief Executive of the Company's Business Support Division; (viii) Experience as General Manager of Public and IR Division
Yuki Iriyama	Outside Independent	—	4 years	○		○		○			○	(i), (iv), (vi) and (ix) Attorney, experience as Managing Director of a major steelmaker (experience in overseas business, corporate legal affairs)
Hiroyuki Yamasaki	Outside Independent	—	4 years	○	○			○			○	(i), (ii), (vi) and (ix) Certified public accountant, experience in business execution and outside directorships with other companies
Yoshiro Motoyama	Outside Independent	—	4 years	○		○	○				○	(i), (iv), (v) and (ix) Experience as director and Senior Vice President of a major foreign-affiliated automobile manufacturer (experience as general manager of product engineering division)

Note: The above table does not indicate the complete range of each individual's knowledge, experience, and ability

Strategic shareholdings

The Company holds shares in companies that we deem necessary for the sustainable growth and smooth execution of our business, such as to maintain and strengthen trade transactions, business alliances, and stable procurement of raw materials.

The company's basic policy is to reduce and maintain the minimum necessary volume of strategic shareholdings. The Board of Directors annually reviews and comprehensively examines each shareholding from both quantitative and qualitative perspectives, including the significance of the shareholding and its economic rationale. Holdings deemed to be no longer practical or rational will be divested in an orderly manner.

The voting rights of strategy shareholdings, which are the rights of shareholders, are, in principle, exercised at all times. Decisions to vote for or against a proposal are made after comprehensively considering a proposal's compatibility with the purpose of our holding of the shares, contributes to the sound management of the issuing company, and ultimately improves the corporate value of the Company and the issuing company.

In fiscal 2021, we sold all or part of our strategic shareholdings in five companies, bringing the total number of strategic shareholdings holdings to 28 companies as of March 31, 2022. We intend to divest a further portion of our strategic shareholdings in fiscal 2022.

In fiscal 2021, the balance sheet value of strategic shareholdings was ¥4.6 billion, representing 1.9% of consolidated net assets.

Compliance

The Group Code of Conduct was created based on the Corporate Philosophy and the principles of the UACJ Way to provide guidelines for employees and officers to follow in their conduct. The Code of Conduct is included in the rank-based education programs as part of our ongoing and regularly scheduled programs to familiarize employees with the code and to promote awareness of compliance and understanding of laws and regulations.

We also provide a fully integrated Group compliance consultation desk and other contact points to facilitate early detection and resolution of compliance issues. In fiscal 2021, in accordance with the amended Whistleblower Protection Act, the consultation services were expanded to include current officers, employees, and retired employees (within one year of retirement)

We have also established a Workplace Harassment Hotline in accordance with the Act on Comprehensively Advancing Labor Measures (also known as the Power Harassment Prevention Law).

Compliance with competition laws and prevention of bribery

The Company instituted basic anti-corruption policies and regulations in 2018, implementing country-specific guidelines in accordance with the laws and regulations of each country and based on the results of risk surveys and fact-finding surveys conducted to comply with competition laws and prevent corruption throughout the Group. The Company performs self-assessments every year based on these guidelines.

There were no incidents of antitrust, foreign competition, or anti-bribery law violations in fiscal 2021.

Dialogue with shareholders and investors

UACJ engages in dialogue and provides timely and appropriate information disclosure to keep shareholders and investors updated on Company activities and to maintain and build on our relationship of trust over the long term

Activities in fiscal 2021

While the COVID-19 pandemic continued to make in-person meetings prohibitive in fiscal 2021, we used live streaming to present our earnings results as well as to hold our first IR Day. We also increased our engagement activities by holding, as the situation allowed, meetings between IR officers and our shareholders and investors through in-person meetings in Japan and online meetings with investors overseas. We also expanded our IR activities to encompass a broader range of investors beyond institutional investors with efforts that included our first large seminar designed specifically for individual investors. The feedback we receive from investors at these activities are periodically communicated to employees throughout the Group via our internal newsletters and other media.

We continued to proactively communicate with shareholders and investors during the year by issuing the integrated UACJ Report of financial and non-financial information in an easy-to-understand format and our To Our Shareholders reports (Japanese-language only), both of which we publish every fiscal year. We also provided simultaneous disclosure of financial results and other materials in Japanese and English and continued to upload IR-related video content to our website.

The UACJ website has been highly acclaimed by external organizations and for nine consecutive years the Nikko Investor Relations has awarded our website the highest rank of Grade AAA Corporate Website in both the sector and overall categories of its annual ranking of all listed companies in Japan, which it has been conducting since 2003.