



Aluminum lightens the world

アルミでかなえる、軽やかな世界

A Better World Through Respect for Human Rights and Human Resource Strategies

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The UACJ Group's Sustainability Measures

Aiming to be a corporate group that meets the expectations and trust of stakeholders and contributes broadly to society

Four Key People-related Themes

Actions are taken toward targets in each area

Occupational safety and health

as the perennial basis of all activities

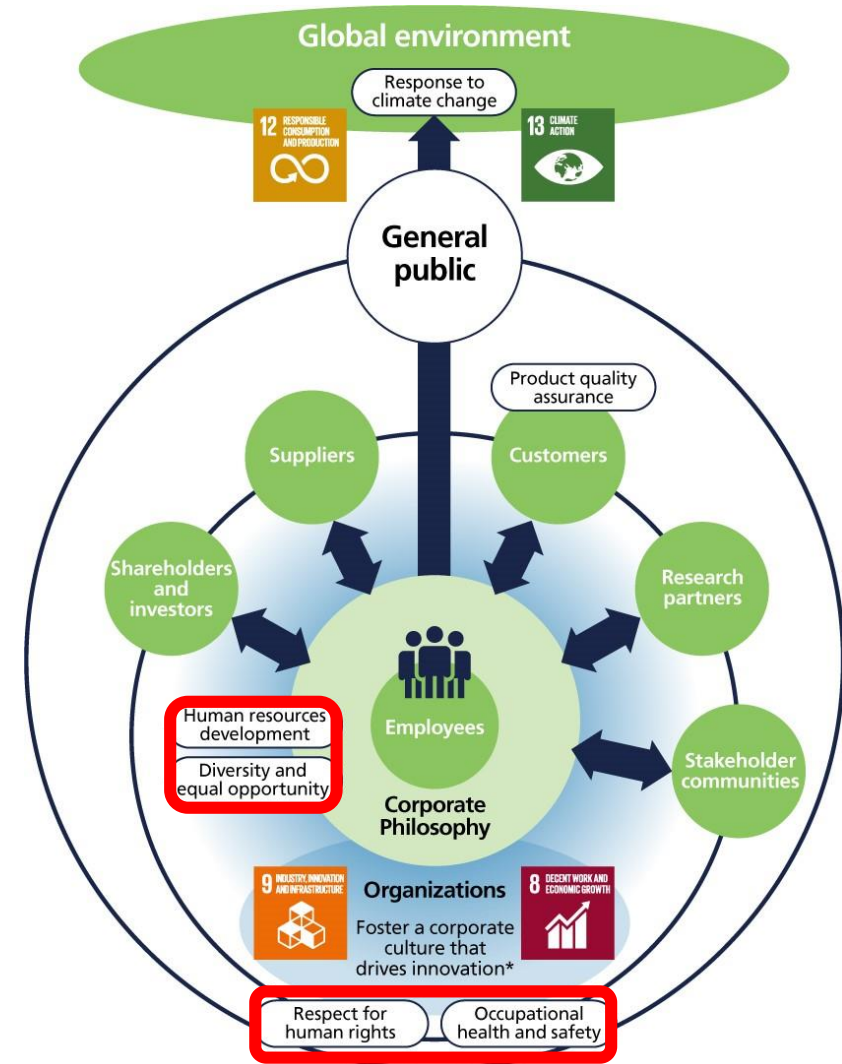
Consideration for human rights

of all stakeholders

Achieving

diversity, equal opportunity, and talent development

for Group employees



UACJ's Commitment to Human Rights



Human Rights Initiatives

Human resources management



Strengthening the linkage between management strategy and human resources strategy, promoting D&I, and focusing on developing human resources to ensure UACJ's continued growth

Establishing a system to respect human rights and continuing to fulfill our responsibility to society

- Introduced Group open recruitment system
- Launched engagement survey

FY2019

- Issued statement supporting the UK Modern Slavery Act

- Introduced external career counseling
- Recognized as a Certified Health & Productivity Management Outstanding Organization 2022

FY2020

- Joined ASI*

- Established rotation guidelines
- Introduced 360-degree evaluation system

FY2021

- Launched human resources strategy project
- Again received three-star rating in the Nikkei Smart Work Survey

Announced third mid-term management plan

- Joined the United Nations Global Compact
- Launched identification/action promotion of materiality
- Established the Human Rights Response Working Group
- Published the UACJ's Human Rights Policy
- Acquired ASI certification at: Fukui Works, UATH (Rayong Works)

FY2022

- Coordinated human rights documents
- Formulated sustainable procurement guidelines

Human rights initiatives

*Aluminium Stewardship Initiative

Human Rights Initiatives – Fulfilling Society’s Requirements

Human rights initiatives required of nations and businesses*

Nations

Protect

A nation’s obligation to protect human rights

Corporate responsibilities for respecting human rights

Respect

Corporate responsibility to respect human rights

Commitment to respect human rights through policies and implementation of human rights due diligence

Remedy

Responsibility of both nations and corporations to remedy human rights violations

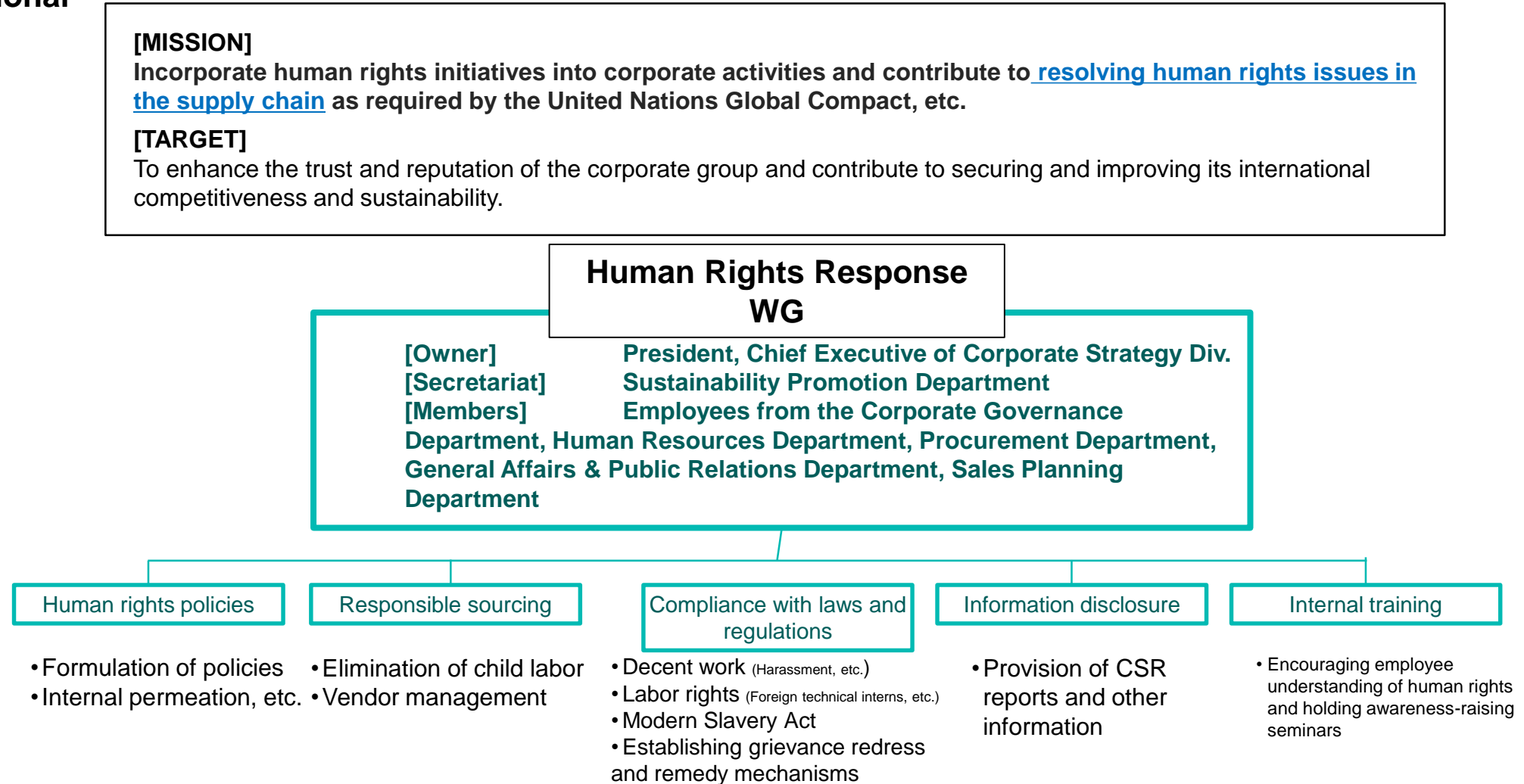
Remedial and corrective efforts

*Compiled by UACJ from GCNJ HRDD 2nd subcommittee meeting materials

Human Rights Initiatives: Established the Human Rights Response Working Group (WG)

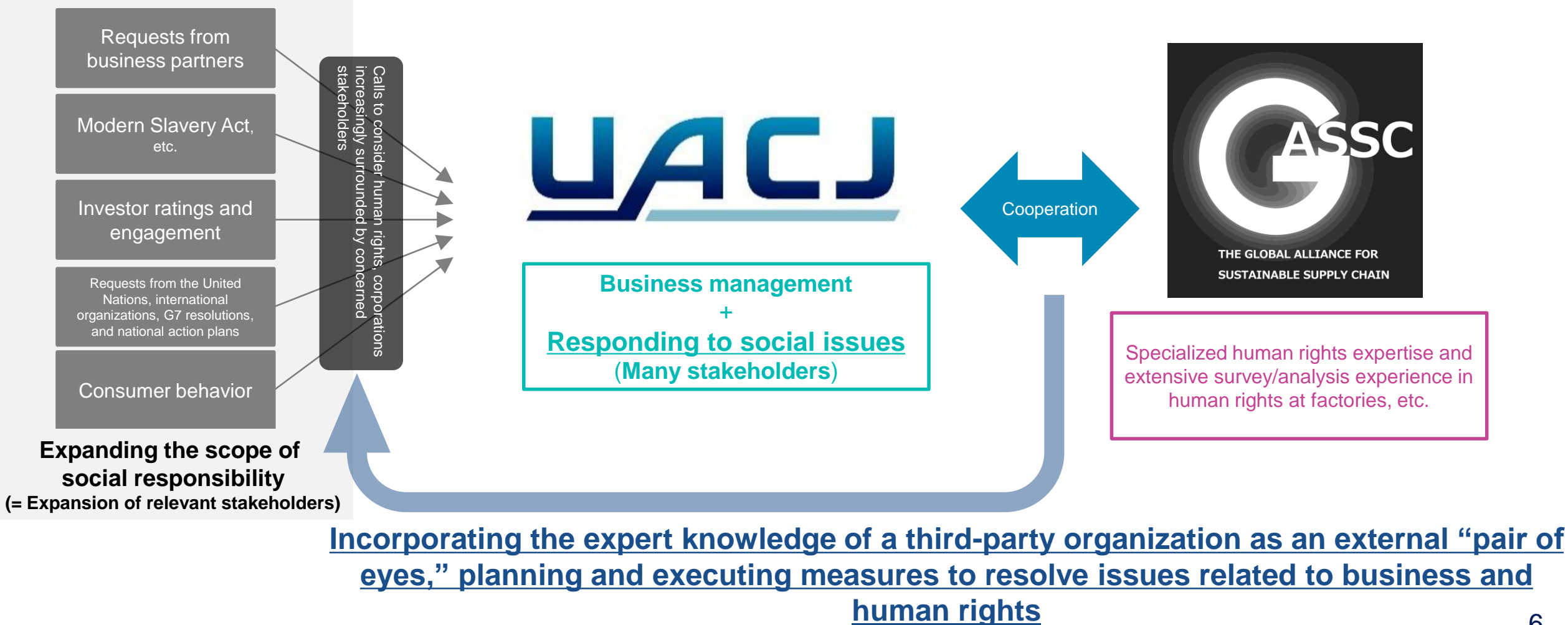
The Human Rights Response WG discusses issues related to fulfilling corporate responsibility to respect human rights

Organizational chart



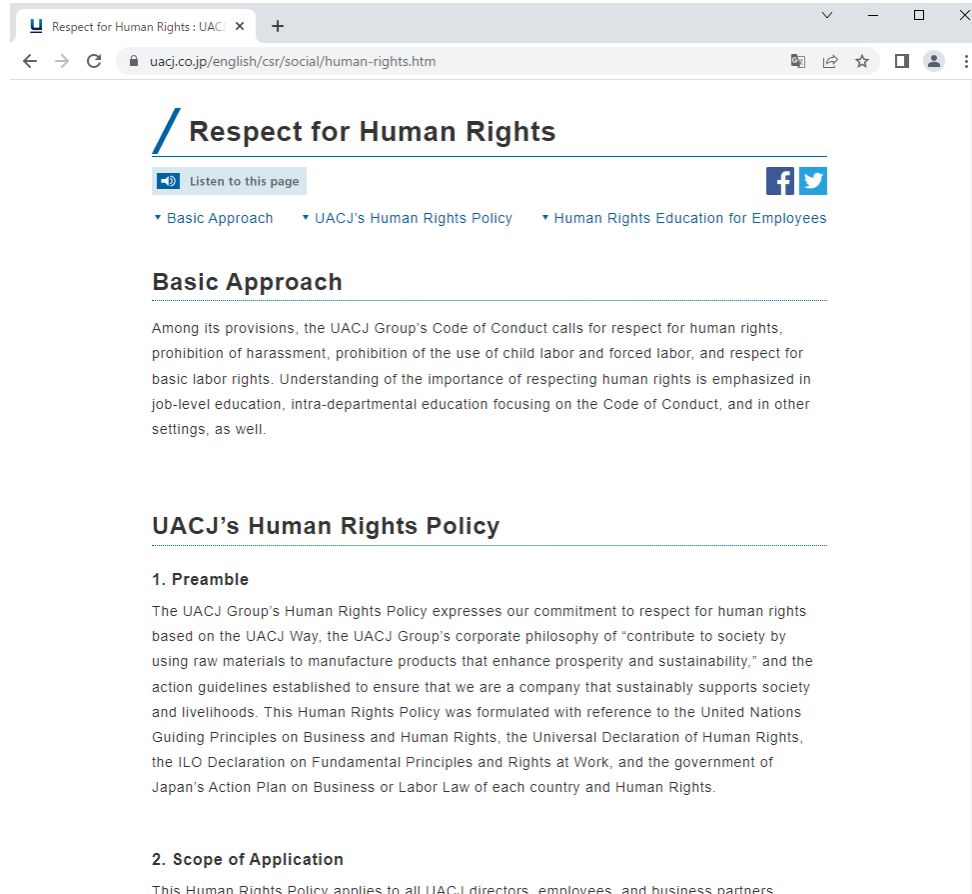
Human Rights Initiatives: Working with Human Rights NGOs

Working with the human rights NGO ASSC* to incorporate an outsider's perspective



Human Rights Initiatives: Activities of the Human Rights Response WG

Discussed the contents of the UACJ's Human Rights Policy (published March 2022) and the Sustainable Procurement Guidelines



UACJ's Human Rights Policy

<https://www.uacj.co.jp/english/csr/social/human-rights.htm>

Invited the human rights NGO ASSC to UACJ to discuss what human rights measures the UACJ should have in place

Human Rights Initiatives: Human Rights Due Diligence (DD) Implementation and Planning

No negative impacts or risks identified as a result of FY2021 human rights DD conducted at two manufacturing plants

Results and risk assessment map for human rights DD conducted in FY2021

Human Rights DD at Manufacturing Plants

Sites where human rights DD was conducted:

UACJ: Fukui Works
UATH: Rayong Plant

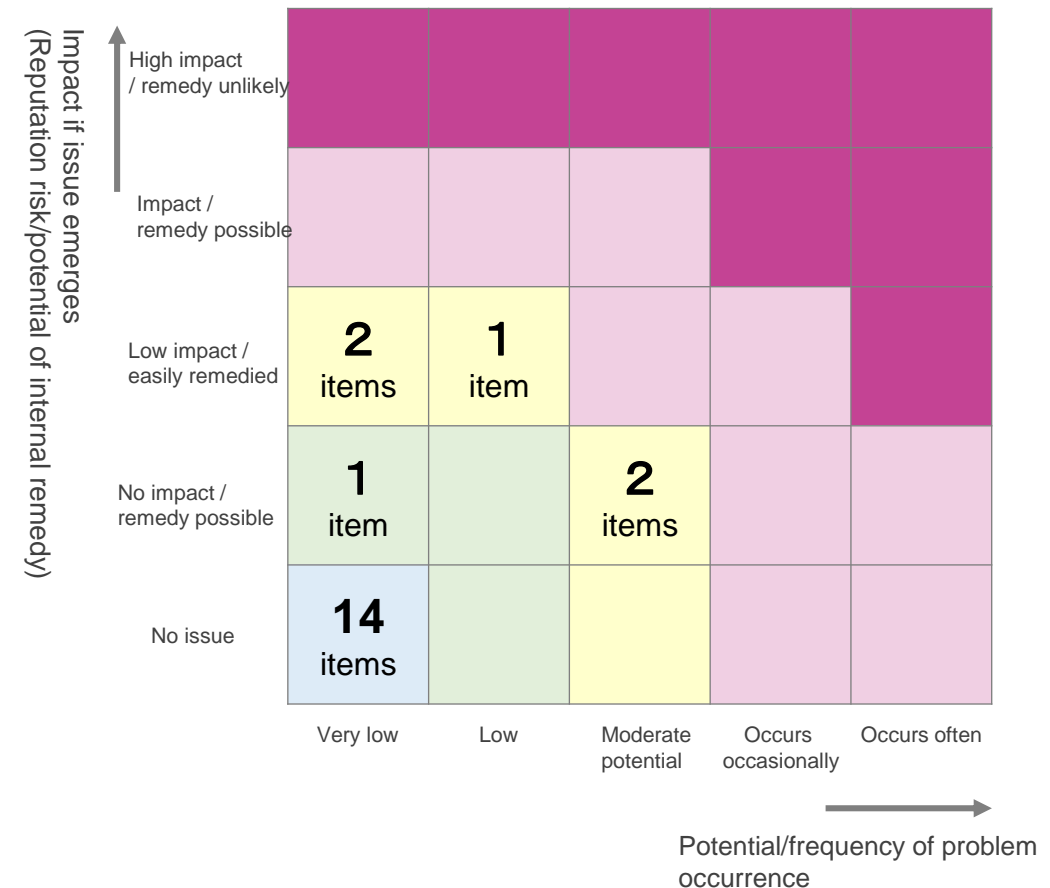
- Risk assessment mapping
- **No negative human rights impacts or risks identified**

- Plans to conduct human rights DD for two Group locations a year
- All major sites to complete human rights DD by 2030

Human Rights DD for Suppliers

- Explaining our procurement guidelines to suppliers and confirming their agreement with the guidelines
- Of Fukui Works and Rayong Works suppliers, **80% have confirmed their agreement**

- Review, disseminate, and confirm agreement with our Procurement Guidelines (2014 edition)
- Continuing dialogue



FY2021

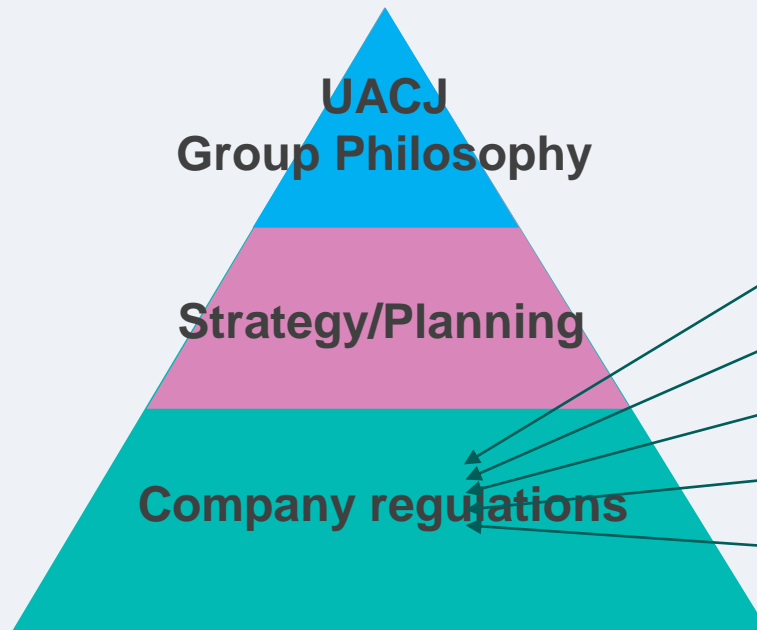
From FY2022

Human Rights Initiatives: Results from the Human Rights Response WG

Evolving initiatives to address human rights issues (assigning utmost priority) in the supply chain

UACJ Group Philosophy

"Contribute to society by using raw materials to manufacture products that enhance prosperity and sustainability."



Document structure for human rights

UACJ's Human Rights Policy

Human Rights Regulations*

Sustainable Procurement Guidelines

Human Rights Due Diligence Guide*

Social Management System Manual*

*In preparation

Rules, guidelines, and manuals are being developed in sequence, starting with the basic human rights policy

Human Resources Management



Human Rights Initiatives

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Human rights initiatives

Linking Management and Human Resources Strategies: Step 1

Defining four strategic human resource requirements to realize UACJ VISION 2030

UACJ VISION 2030
management strategy



Human resource strategy to
realize UACJ VISION 2030

Four strategic human resource requirements

(1) Global

Human resources who leverage Group synergies from a global perspective to create and promote new growth strategies

(2) Business base

Human resources who utilize digital technologies to build business promotion foundations for achieving total optimization and high productivity

(3) Creating added value

Human resources who create added value to build and pass on advanced production technology and expertise

(4) Development innovation

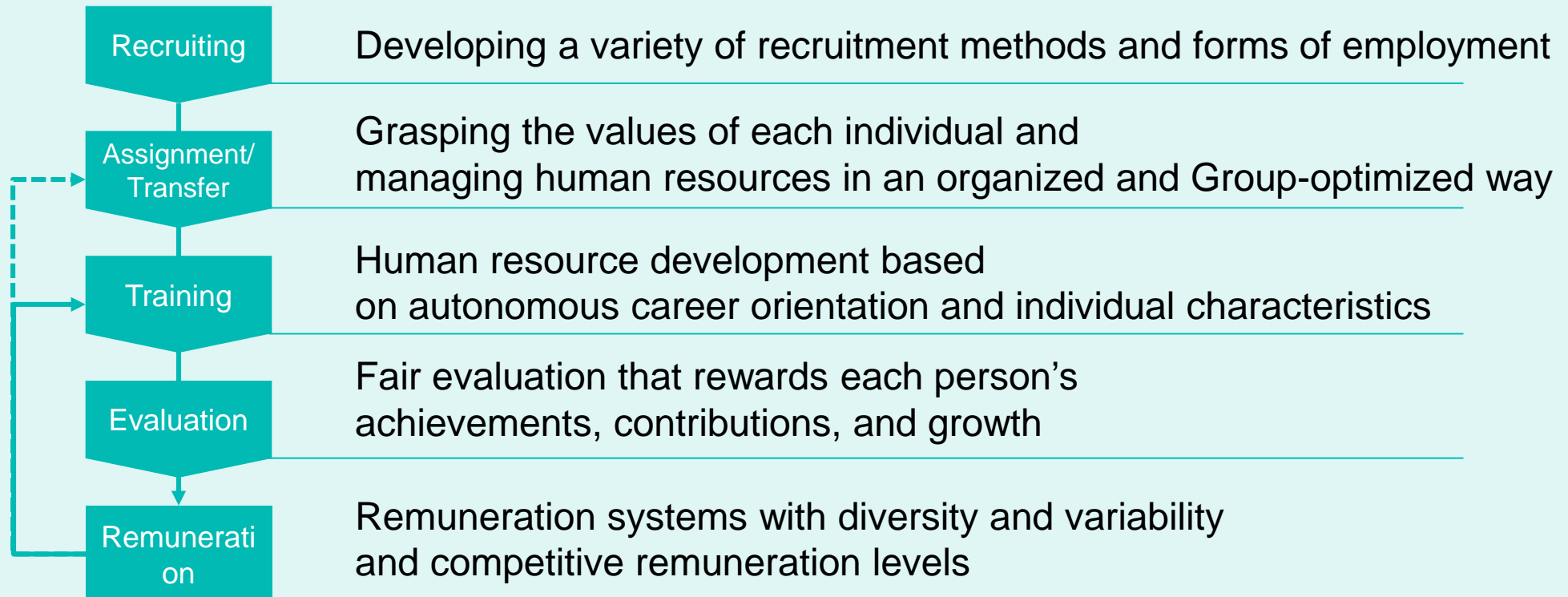
Human resources using integrated R&D, sales, and business unit marketing to promote expansion of our activity domains

Linking Management and Human Resources Strategies: Step 2

Launch of new HR system/measures design for generating the four strategic types of human resources

Human resources strategy

Human capital-based management that focuses on the individual, realizing diverse career development and increasing the engagement of each individual



Diversity & Inclusion (D&I)

Creating an environment facilitating recruitment and retention of a diverse workforce, which is the source of our competitiveness

Regular (new graduate) recruitment

Joiners in April 2022:

18 career-track (11 male, 7 female)

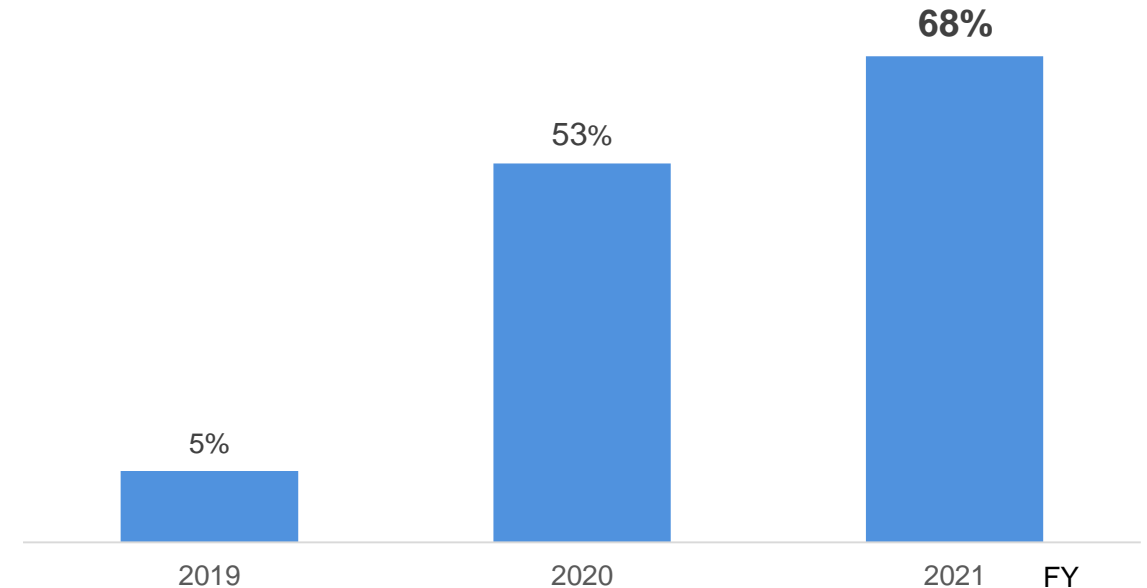
47 specialist-track (42 male, 5 female)



Career recruitment

Aggressive career recruitment aiming to enhance diversity and competitiveness

Career hires as a share of total hires during the fiscal year

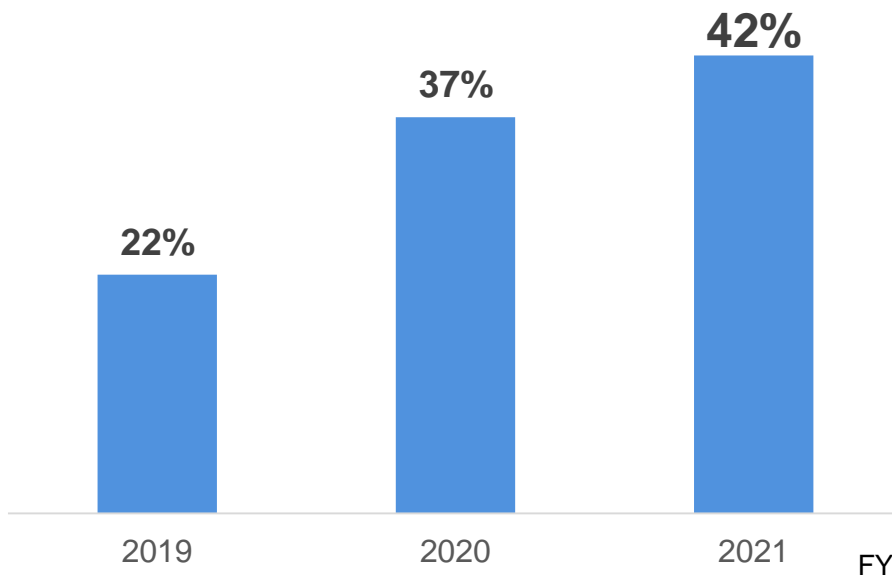


Diversity & Inclusion (D&I)

Establishing a system supporting balance between work and family, and enhancing childcare support

Encouraging male employees to take childcare leave

Company-side follow-ups on taking childcare leave for male employees with children



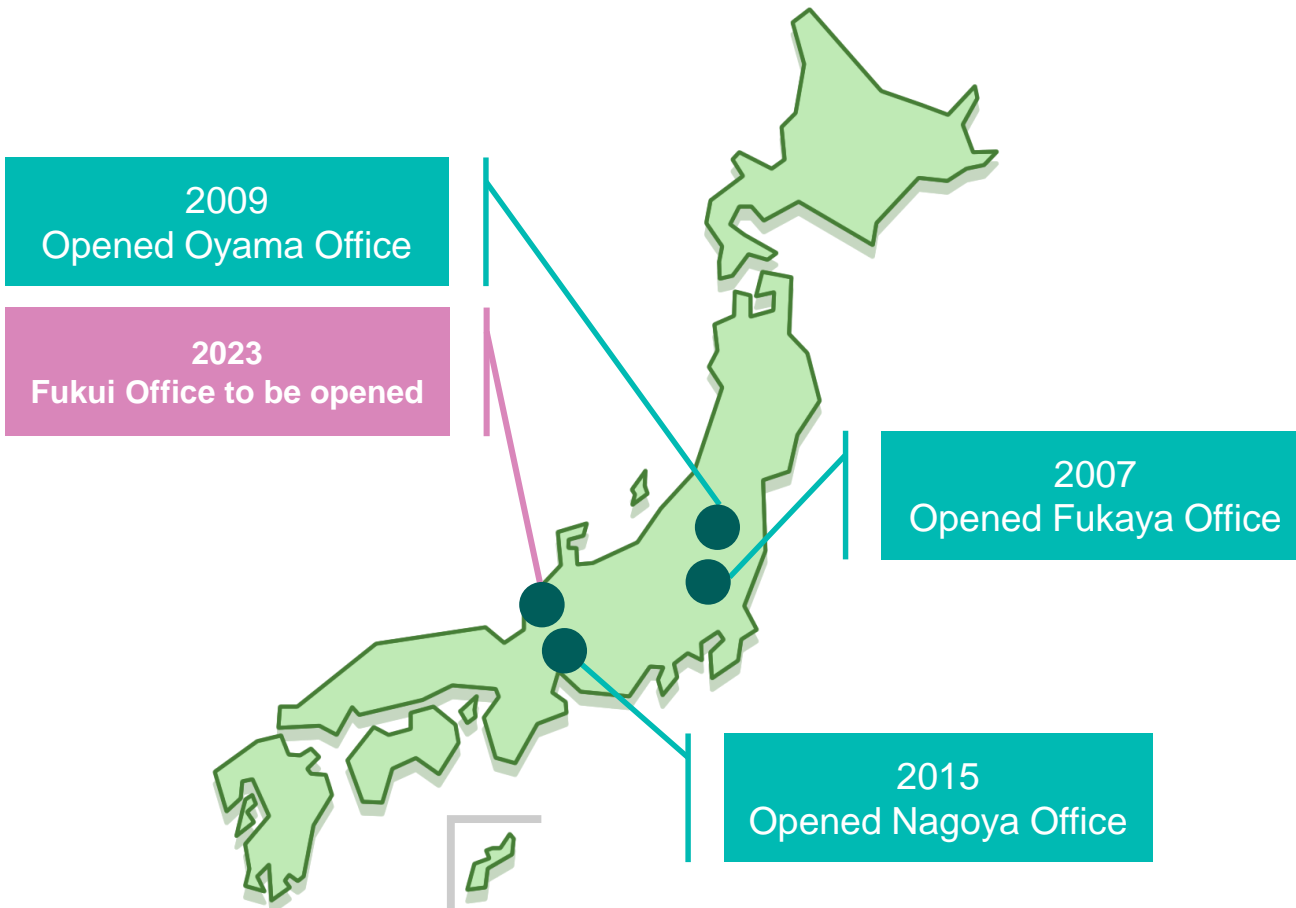
*Percentage of male employees who took childcare leave after the birth of a child during the fiscal year

Main childcare support systems and usage results

System	Users (FY2021)
Childcare leave system	Male 67 Female 15
Shortened work hour system	Female 17
Accumulated leave system	Male 28 Female 14
Babysitter childcare support service	2
Online service for employees on childcare leave	Male 1 Female 9

Diversity & Inclusion (D&I)

Special-purpose subsidiary: Expanding employment opportunities for people with disabilities by utilizing UACJ Green-net



UACJ Green-net

Established in 2007 within the Furukawa-Sky Fukaya Plant (currently UACJ Fukaya Works). Provides employment opportunities for people with disabilities so that they can lead their lives with peace of mind.

A new plant is scheduled to be established within the UACJ Fukui Works in April 2023.

It will provide support for employee benefits and business development, aiming to balance the creation of employment opportunities for people with disabilities.



Past business activities:

- Greening/cleaning of manufacturing and external public facilities
- Business support such as business card making and catalog delivery
- Manufacture of non-woven masks for UACJ Group employees (from April 2021)

Basic Approach to Human Resource Development

- 1 Employee development based on individual learning**
- 2 Developing subordinates' abilities on the job**
- 3 Developing talent through the organization**

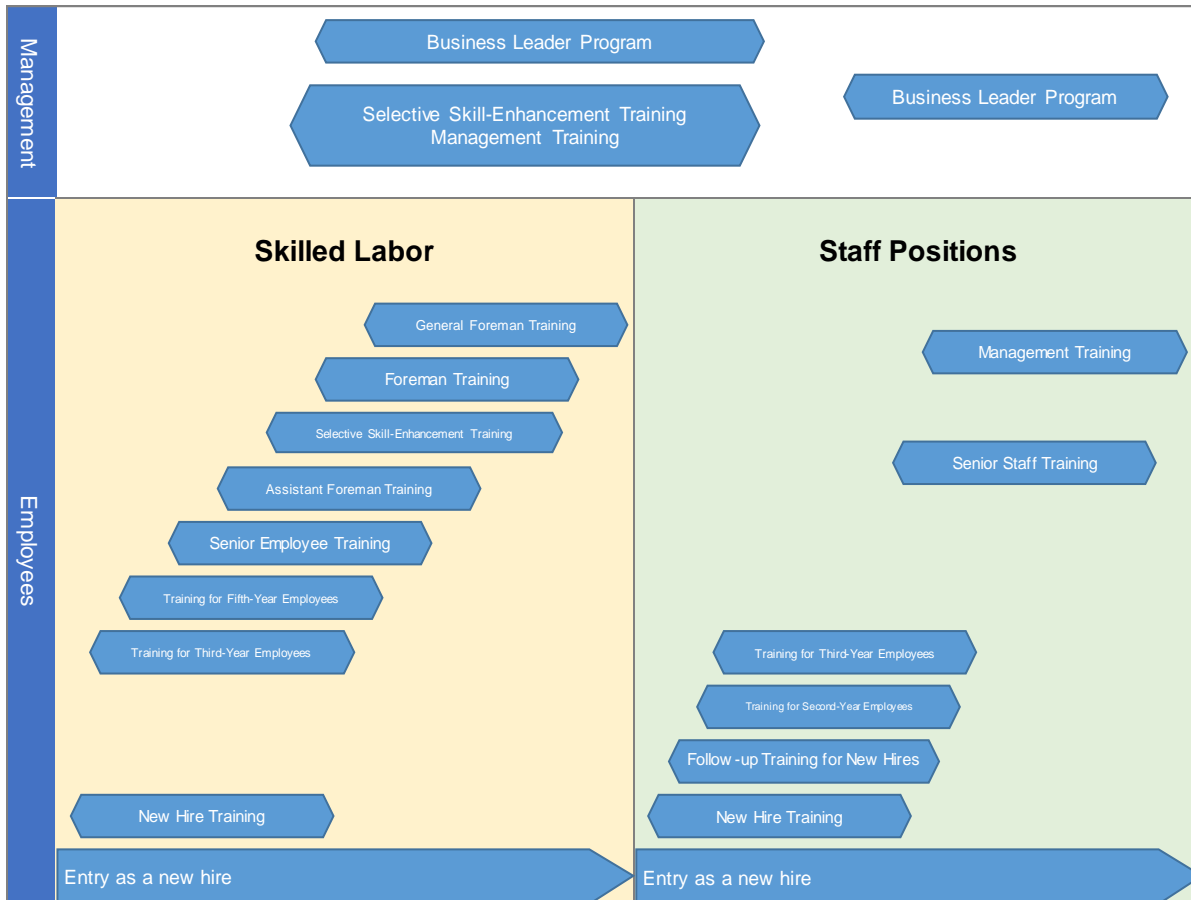
Main Human Resource Development Programs

- 1 Rank-based education system**
- 2 Monozukuri Gakuen (Academy) (Improving workplace skills)**
- 3 U-KI activities (Building workplace culture)**

UACJ's Human Resource Development Programs

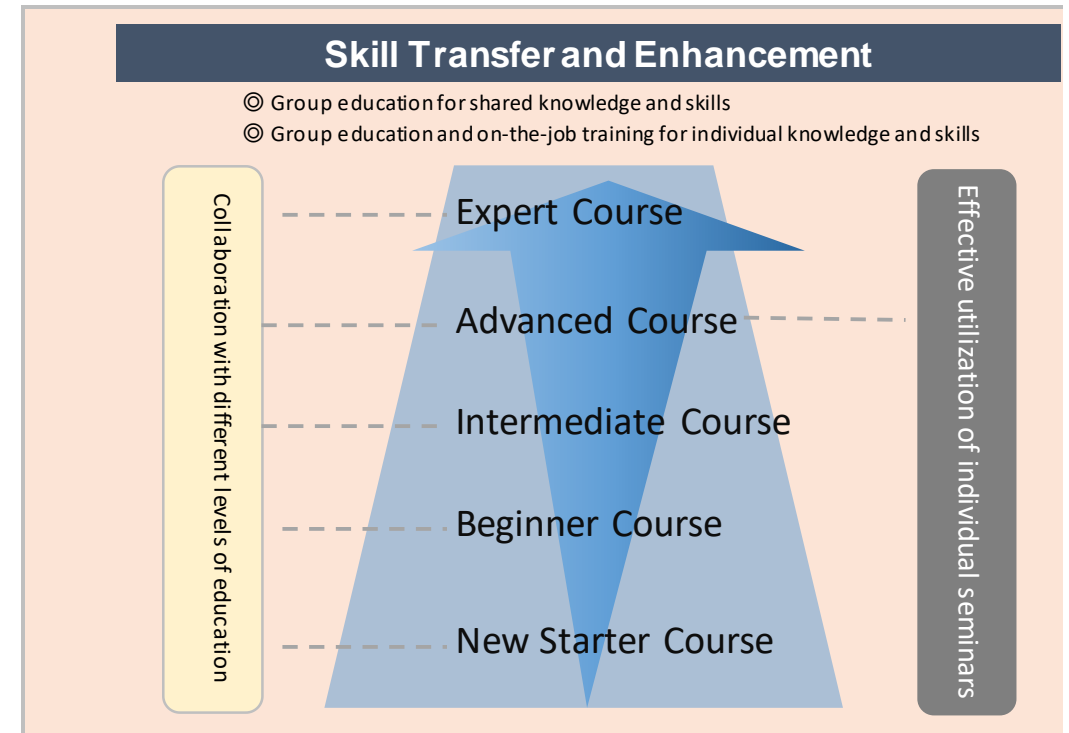
Supporting individual advancement through enhanced educational programs

Rank-based education system



Monozukuri Gakuen (Academy) (Improving workplace skills)

Launched Monozukuri Gakuen for the purpose of systematic skill transfer, with activities developed for each business.
*Actively utilizing the skills of rehired retirees in order to pass on skills to younger employees



Human Resource Development: Monozukuri Gakuen Workplace Education

Passing on the skills and techniques cultivated over the years, and practicing the philosophy that “monozukuri (manufacturing) makes better talent too”

Seiban Gijuku (Panel-Making Workshop) (Nagoya)



Conservation Dojo (Fukaya)



Mikuni Ita Gijuku (Mikuni Panel Workshop) (Fukui)



Press Skill Transfer School (UACJ Foundry & Forging)

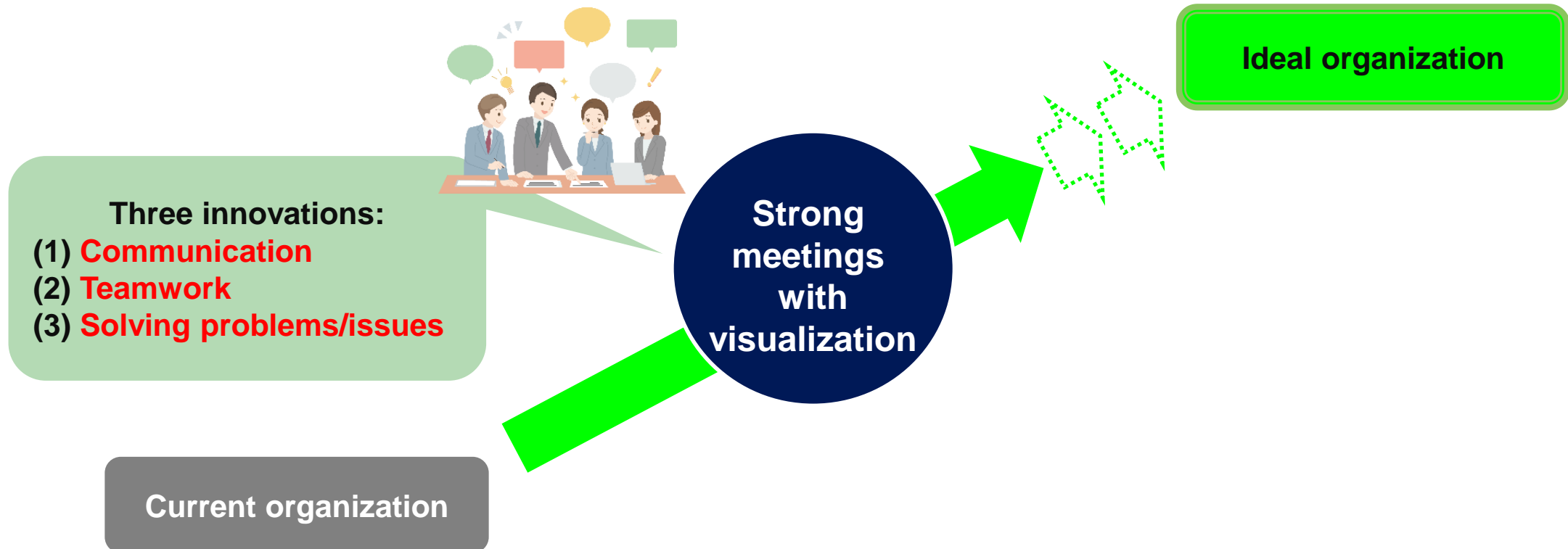


UACJ's Human Resource Development Programs: U-KI Activities

Aiming to build an energetic team that constantly achieves greater results and growth of people and the organization

U-KI activities (UACJ Knowledge Intensive Staff Innovation)

Incorporating U-KI activities into rank-based training to strengthen workplace management skills and revitalize the workplace



UACJ's Human Resource Development Program - U-KI Activities

Using honest communication as a launchpad to fostering a strong team-based workplace culture where all employees combine their insights and strengths



From FY2022:
Expanding to UATH (Thailand)

Contributing to Local Communities and the Next Generation

Proactively engaging in activities for mutual growth and coexistence with local communities and fostering the next generation

Sponsoring Nikkei Inc's Nikkei Education Challenge and giving a lecture (UACJ)



Donating to educational and research institutions (UATH)



Offering social studies tours for local elementary schools (UACJ Foundry & Forging)



Support for the Asahi Shimbun's Earth Classroom program and holding on-site classes (UACJ)



For UACJ's Sustainable Growth

Cultivating the foundations and people for a better society in 100 years



Our Purpose

Contribute to society by using raw materials to manufacture products that enhance prosperity and sustainability.

Our Vision

Aluminum is our passion. It inspires our work in building a better world and a healthier environment.

Our Values

- ▶ Respect and understand your associates.
- ▶ Embrace honesty and foresight.
- ▶ Be curious and challenging.

Cautionary note concerning forward-looking statements

This presentation contains various forward-looking statements that are based on current expectations and assumptions of future events. All figures and statements with respect to the future performance, projections and business plans of UACJ and its Group companies constitute forward-looking statements. Although UACJ's management believes that its expectations and assumptions are reasonable, actual results and trends in UACJ's performance could differ from those expressed or implied by figures or statements herein due to exchange rate movements fluctuations, uncertainties in future business circumstances, and other factors.

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