

**UACJ**



**Sustainability Report  
2017**

The UACJ Group has formulated the UACJ Group Vision for the Future, setting forth a clear direction for moving forward, and has developed the Global Step I Mid-term Management Plan for achieving Vision for the Future objectives.

To achieve the goal of being a globally competitive player in the aluminum industry, we aim to bolster our capabilities in terms of management and operational fundamentals, increase our competitiveness, and ultimately realize sustainable growth by enhancing our capabilities in each of our businesses and advancing our CSR activities.

### Objectives

- To be a global company respected by all stakeholders, and capable of coexistence and continuously evolving
- To be a global company that is appreciated and valued by customers worldwide
- To be a global company that appropriately develops and supplies products suited to the characteristics of local regions

### Vision

**Becoming an aluminum industry leader in a competitive global market**

### Major Policies of Vision for the Future

- Proactively expand in growth fields and markets around the globe
- Improve cost competitiveness through restructuring
- Develop revolutionary technologies and products

### Major Policies under the Global Step I Mid-term Management Plan

- 1** Expand growth products in the transportation field - focusing on automobiles - and the energy field, and strengthen business in growth regions such as Asia
- 2** Construct an optimal production network for each business sector utilizing the synergies created through unification
- 3** Develop unique technologies and products by applying our vast technological prowess to fundamental research

### TOPIC 1

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#### **The Chairman of the Board and Outside Directors in a Roundtable Talk on Governance**

In June 2017, the Chairman of the Board sat down with the Company's two outside directors for a roundtable talk on governance and how management issues are addressed at UACJ.

This discussion followed a similar conversation held in fiscal 2015, between the outside directors and the outside auditors. During their recent discussion, the Chairman of the Board and the two outside directors talked about their thoughts on the current status of the Board of Directors and issues it should address to improve its operation and strengthen the Company's governance. They also shared their opinions on topics such as what is needed to promote governance, and a corporate culture, appropriate for a global company.

[UACJ Report – Roundtable Talk on Governance](#)



### TOPIC 2

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#### **Continuous Improvement of Governance Based on Board Effectiveness Evaluations**

UACJ is working to enhance its governance function and ensure, and enhance, management soundness and transparency based on the principles set forth in Japan's Corporate Governance Code, which came into effect in June 2015.

As part of that effort, directors and auditors were asked to complete a survey the point of which was to improve board effectiveness, in 2016. Survey results were discussed in an April 2017 meeting of the Board of Directors where it was confirmed that the board is of an appropriate size, diverse in composition, and capable of exercising its management oversight function. The result of the self-evaluation, therefore, was that the Board of Directors is operating appropriately. In addition, it was confirmed that progress is being made to resolve two issues concerning the Board of Directors, namely allowing sufficient time for considering important matters and engaging in active discussions of them, and providing outside auditors with ample prior explanations and explanatory materials.

## TOPIC 3

### **Strengthening Compliance Systems for Overseas Group Companies Amid Business Expansion**

In its drive to become a global aluminum industry leader, UACJ is moving forward with expansion of its overseas business. As we do this, we are also strengthening compliance education at Group companies not only in Japan but also overseas.

Toward that end, we held a training session for the leaders of Group companies in China, in May 2017. This event included a review of key points on compliance with Chinese law and local customs, and an open discussion of the UACJ Group's compliance system.

Meanwhile, in North America, where we have been actively acquiring companies and establishing subsidiaries, we appointed an executive to oversee legal matters and took other steps to ensure thorough compliance and strengthen governance functions at UACJ North America Inc., the company managing Group business activities in that part of the world. As we move forward, we will continue with education and other initiatives to strengthen compliance across the global UACJ Group.





## TOPIC 1

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### **Creating Work Environments that are Comfortable for a Diverse Workforce**

UACJ believes that people are the source of a company's competitiveness, and we are working diligently to develop human resources by creating people-centric systems.

One area of particular importance is expanded hiring of female employees and promotion of their participation.

We have also created a childcare leave system and a system for re-employing workers who left the Company to raise children or provide nursing care to a relative. In fiscal 2016, we adopted additional new systems including one for working at home. To enable a diverse workforce to develop and exercise skills, regardless of nationality or age, we have begun to conduct education programs for employees scheduled to take on overseas assignments, and we have started to provide management training for employees hired overseas by local Group companies.

Through these and other initiatives aimed at enhancing overall Group capabilities, we will further enhance our global competitiveness.

## TOPIC 2

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### **Building Relationships with Local Communities by Participating in Charity Events**

For the UACJ Group, which engages in business activities on a global basis, building good relationships with local communities is critical for enabling long-term business development.

At Tri-Arrows Aluminum Inc. (TAA), in the U.S., an internal committee has been established to help invigorate the local community. One thing the committee does is ask employees to participate in the activities of charitable organizations in the state of Kentucky, where the company's plant is located. In May 2017, many TAA employees participated in the Red Nose Day charity event to help eliminate child poverty. Funds collected through that event are being used to provide children with food, clean water, and education. TAA

included coverage of the event in its company newsletter to encourage more employees to participate in future events.

This is just one example of how the UACJ Group is creating conditions that encourage employees to participate in local events and build good relationships with local communities.



### TOPIC 3

## **Enhancing Workplace Safety through Friendly Group-Company Rivalry – The UACJ Group Safety and Health Activity Presentation Conference**

The UACJ Group places employee safety and health above all else and conducts safety and health activities with participation by all employees.

Taking the formation of the Group as an opportunity to conduct safety and health activities at an even higher level, we held the very first UACJ Group Safety and Health Activity Presentation Conference in fiscal 2014. The point of this regular event is to exercise Group synergy by sharing discoveries and ideas from various business sites. At the fourth presentation conference, held in July 2017, 15 teams from 15 Group business sites gave presentations on their health and safety initiatives and the results of their activities. In the end, the team representing UACJ's Fukui Works took the top prize with its presentation on the use of safety notes to formulate improvement plans for maintaining zero-accident performance.

The use of friendly rivalry among Group companies to promote safety and health activity is only one aspect of the daily efforts that go into maintaining safe working environments at the UACJ Group.



## Most Outstanding Presentations

	Topic	Team
2014	Our safety activities (Identifying hidden work and assessing risks)	UACJ Nagoya Work
2015	Safety activities in quality assurance (Using close calls to mitigate risk)	UACJ Fukui Works
2016	Conversation as a start for pursuing the true causes of problems	UACJ Nagoya Works
2017	The use of safety notes to formulate improvement plans for maintaining zero-accident performance	UACJ Fukui Works

## TOPIC 1

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### **Building a System to Help Reduce Vehicle Weight**

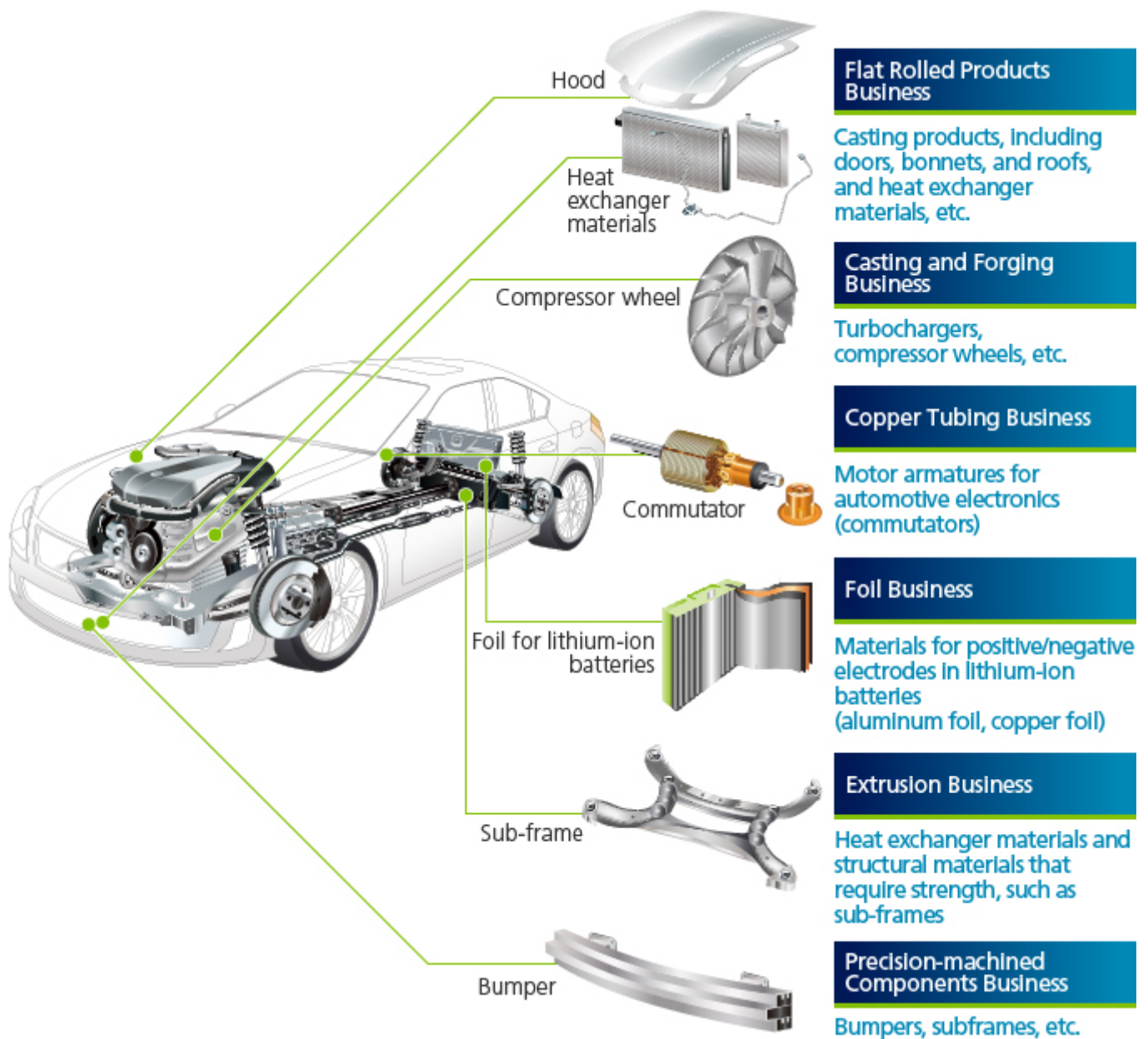
One of the most important challenges in protecting the global environment is lowering the environmental impact of automobiles. And with fuel efficiency standards become stricter, mainly in advanced nations, there are high hopes for efforts to reduce the weight of automobiles, something that would both increase fuel economy and reduce exhaust gas emissions.

Attention, therefore, has focused on aluminum, a material with a specific gravity of only about one-third that of iron or copper. Automobile manufacturers in the U.S. have been particularly enthusiastic about shifting to aluminum and are turning out an increasing number of high-end models with all-aluminum bodies. In response, we established the Automobile Business Promotion Division in October 2016 as part of a larger effort to promote greater application of the wide array of UACJ Group aluminum products and technologies in automobiles.

Anticipating greater demand for aluminum automobile body panels going forward, we established Constellium-UACJ ABS LLC to manufacture and sell automobile body panels in North America, and it achieved full-scale operation in fiscal 2016. In the same vein, we also added UACJ Automotive Whitehall Industries, Inc., a leading manufacturer of automobile structural components, to the UACJ Group, and have undertaken other measures, as well, to strengthen our supply system.

Led by the Automobile Business Promotion Division, the UACJ Group will draw on the full range of its resources to help reduce the environmental impact of automobiles by making them lighter.





## TOPIC 2

### TAA Working to Reduce Environmental Impact

Aluminum is a material that excels in recyclability. When primary aluminum ingots are manufactured from recycled aluminum cans, for example, the amount of electricity used is only about 3% of what is needed to make aluminum ingots from ore. Aluminum, therefore, is very well-suited for creating a recycling-oriented society.

In the U.S., one of the world's leading consumers of canned beverages, the recycling of aluminum cans has taken on enormous proportions, with approximately 127,000 cans recycled every minute. Recycling makes up a significant portion of the operations of Tri-Arrows Aluminum Inc. (TAA), which manufactures mainly aluminum can stock in the U.S. Indeed, approximately 80% of the raw material TAA uses to make cans at its Logan Mill is from recycling.

With demand for can stock rising globally, there is a strong need for stable supplies of this material. To achieve a high level of recycling capacity, UACJ decided in fiscal 2016 to move ahead with a capital investment to increase TAA's casting-furnace capacity to around 400,000 tons a year. The completed facilities are scheduled to come online in fiscal 2018.

By simultaneously increasing production capacity and lowering environmental impact, the UACJ Group is responding to product demand while also helping to build a recycling-oriented society.



### TOPIC 3

## Participating in a National Project by Researching Manufacturing Processes for Promoting the Use of Aluminum

The automobiles, airplanes, and trains used every day throughout the world are indispensable forms of infrastructure for daily life, but heavy usage has made reducing the related environmental impacts a key concern. The use of increasing amounts of aluminum for automobile and train bodies, and airframes, is expected to reduce weight and, therefore, improve fuel economy and significantly lower environmental impacts. In substituting aluminum for steel and other materials, however, reducing the cost of aluminum has become a major issue.

UACJ, therefore, is working, as a participant in the New Energy and Industrial Technology Development Organization's (NEDO) Research and Development Project for Innovative Structural Materials, to develop a less expensive process for manufacturing aluminum.

The process for manufacturing aluminum is already approaching the limits of efficiency. Refining aluminum requires large amounts of electricity and reducing this electricity consumption is being viewed as a key to achieving significant cost savings. UACJ is working to develop a new aluminum refining approach that uses an ionic liquid and will require much less electricity and, therefore, entail commensurately lower cost. Through this research, UACJ hopes to expand the use of aluminum in transportation equipment and ultimately reduce environmental impacts on society.

## Basic Concept

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### Management Philosophy

“The UACJ Group strives to offer products and services deserving of our customers’ satisfaction and trust, and believes that sound and sustainable business development is key to making broad-reaching contributions to society.”

At the UACJ Group, we believe that robust corporate governance and sound, transparent management are essential for living up to our management philosophy. By working to strengthen and enhance our corporate governance, we not only enhance our efforts to achieve ongoing increases in corporate value but also advance the interests of shareholders, customers, suppliers, employees, local communities, and other stakeholders.

## Key Objectives and Results

	Fiscal 2016 Objectives	Fiscal 2016 Results	Assessment	Fiscal 2017 Objectives
Strengthen Corporate Governance	Begin efforts to comply with Japan's Corporate Governance Code	Resolution calling for compliance with Japan's Corporate Governance Code adopted by the Board of Directors	○	Continue efforts to achieve compliance with Japan's Corporate Governance Code
Highlight Compliance	Enhance understanding of the Group Code of Conduct among all employees	<p>Implemented Code of Conduct education programs at all domestic Group companies and nine overseas Group companies</p> <p>Prepared a Brazilian Portuguese version of the Group Code of Conduct</p>	○	<p>Strengthen Code of Conduct education programs for overseas Group companies</p> <p>Prepare more foreign-language versions of the Group Code of Conduct</p>
	Enhance understanding of reporting rules and eliminate reporting failures	<p>Clarify reporting standards</p> <p>Enhanced understanding through the Group General Affairs/Human Resources Liaison Committee and other avenues</p>	○	<p>Enhance understanding of reporting rules and eliminate reporting failures</p> <p>Improve consistency of internal reporting rules</p> <p>Began implementing reporting rules at overseas Group companies</p>



	Fiscal 2016 Objectives	Fiscal 2016 Results	Assessment	Fiscal 2017 Objectives
	Further enhanced awareness and credibility of the internal hotline	<p>Properly addressed seven matters reported via the hotline</p> <p>Used code of conduct education programs and other opportunities to enhance awareness of the hotline</p>	○	<p>Further enhance awareness and credibility of the internal hotline</p> <p>Establish a hotline contact for employees on overseas assignments</p>
Promote Risk Management	Implement risk management activities for the entire company	<p>Internally disseminated information on department-level activities on a semi-annual basis</p> <p>Activity status reports were presented in CSR Committee meetings</p>	○	<p>Continue to implement risk management activities for the entire company</p> <p>Consider implementing risk management activities at domestic Group companies</p>
	Update the BCP and develop rules and manuals	<p>Developed rules and manuals</p> <p>Discussed matters concerning a BCP framework</p>	○	<p>Rebuild the organization for promoting BCP</p> <p>Develop a BCP framework</p> <p>Consider implementing at domestic Group companies</p>

## Looking toward the Future

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In October and November of every year, UACJ and its 31 subsidiaries in Japan conduct Group Code of Conduct education programs. In fiscal 2017, we will begin to examine conditions at all of our overseas subsidiaries with the intent of conducting similar programs tailored to the needs of these companies, as well. Furthermore, we will begin formulating a common set of rules for the entire Group as part of our effort to establish a Group-wide compliance system.

### Comment by the Executive in Charge

The UACJ Group sees its corporate social mission as earning the trust of customers and suppliers by continuously providing society with products, technologies, and services that are useful and safe, and as using the results of sound business activities to benefit shareholders, employees, and local communities. Corporate governance is the basic framework for managing our business activities in our relationships with stakeholders.

With Japan's Corporate Governance Code having taken effect in 2015 and Japan's Ministry of Economy, Trade and Industry having issued its Practical Guidelines for Corporate Governance Systems in March of this year, demands for greater corporate governance effectiveness are on the rise. Examples of how this increase in effectiveness is to be achieved include strengthening of management oversight by boards of directors and greater involvement by outside directors.

Moving to enhance its corporate governance in response to these developments, UACJ is conducting surveys to assess the effectiveness of its Board of Directors and using the results to make improvements. Based on the fiscal 2016 survey data, it was determined that the Board of Directors is appropriate in terms of its size and diversity of composition. Furthermore, the Board of Directors was found to be operating properly and to be structured in a way that enables it to perform its management oversight function. Regarding outside directors, as discussed in the description of the roundtable talk between the Chairman of the Board and the outside directors [\(see ESG highlight – Governance TOPIC1\)](#), the outside directors are drawing on their experience and knowledge to contribute to UACJ's management.



Executive Officer  
Yukihiro Kuwamoto

At UACJ, we will continue to enhance corporate governance, which is essential to the sound pursuit of business activities, as we fulfill our role of contributing to society through manufacturing.

**UACJ is working to enhance its corporate governance to earn and maintain the trust of all of our stakeholders and increase our corporate value.**

### **Basic Ideas on Corporate Governance**

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The UACJ Group believes that corporate governance is the basic framework for managing a company amid relationships with shareholders, customers, suppliers, employees, local communities, and all other stakeholders. Our duty is to benefit stakeholders by developing products, technologies, and services that are useful to society and incorporate abundant consideration for safety, and offering them to the market in an effort to continuously increase our corporate value. Toward that end, we practice robust corporate governance and, recognizing the importance of integrity and transparency in management, are committed to doing everything practical to ensure sound management oversight by strengthening Board of Directors functions, enhancing Audit & Supervisory Board functions, properly disclosing financial and management information, ensuring solid corporate ethics, and practicing painstaking compliance and risk management.

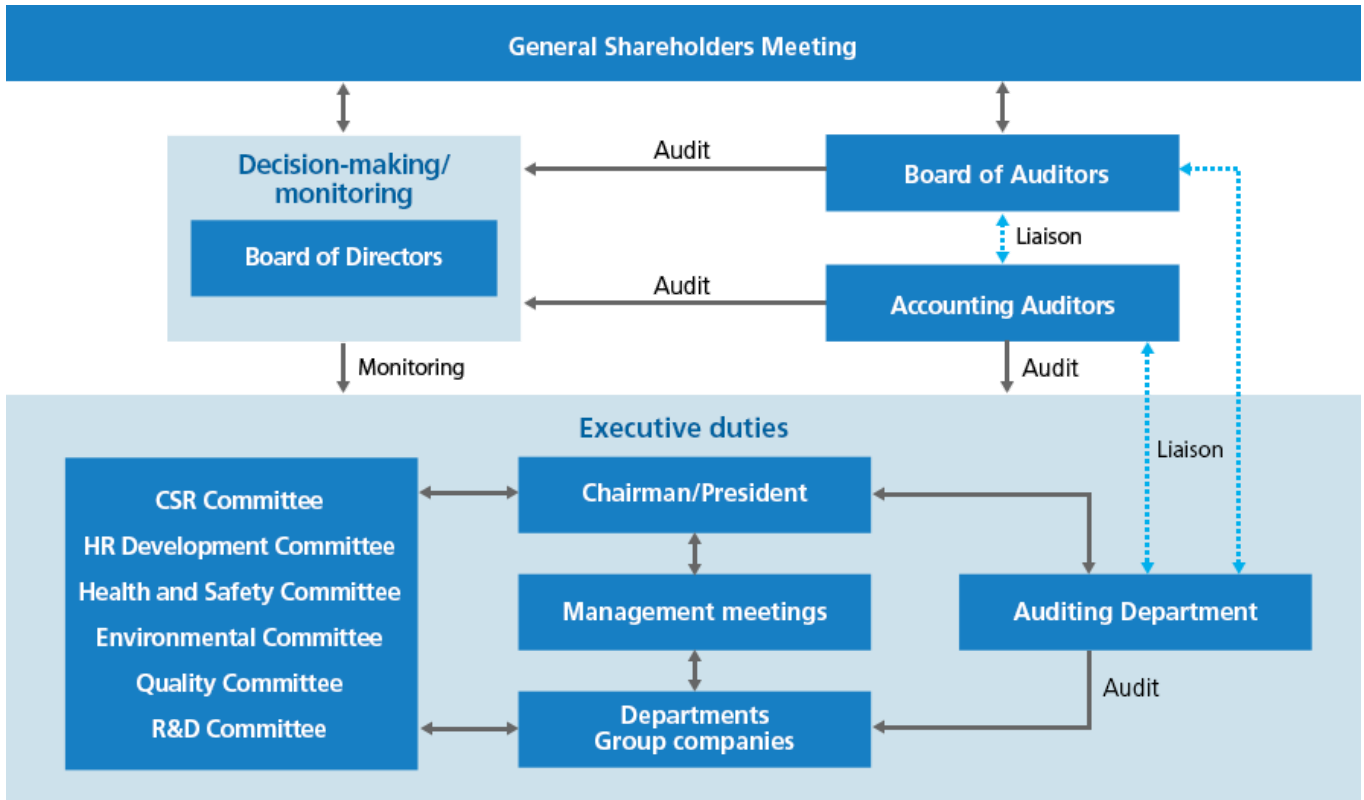
### **Corporate Governance System**

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The UACJ has adopted a new executive officer system that separates management decision making from the audit and operations functions. This new system both strengthens the Board of Directors functions and increases the speed with which we execute operations.



## Corporate Governance System



## Board of Directors Meetings

UACJ Board of Directors meetings, which are convened monthly, are attended by 11 Directors (including 2 outside Director) and 4 Audit & Supervisory Board Members (including 3 outside members)\*, who deliberate important matters and hear reports on the status of business activities, as required by laws and ordinances, and UACJ's Articles of Incorporation and other internal rules.

Director terms have been set at one year in an effort to clarify responsibility.

Of the two outside directors, one is a university professor emeritus with a wealth of academic experience, while the other also has a long and successful academic career and experience serving as a company director. Both of the outside directors serve to assure propriety in decision-making by the Board of Directors.

\*Numbers of Directors and Audit & Supervisory Board Members are as of June 29, 2017.

Based on assessments of career backgrounds – factors such as professional experience, positions held, and qualifications – and capabilities, UACJ has put together an optimal group of individuals to serve as officers.

## Rationale for Selection of Outside Directors

Name	Independent Officer	Rational for Selection	Activities
Toshio Suzuki	○	<p>Toshio Suzuki is a Professor Emeritus at the University of Tokyo. He was asked to join the Board of Directors based on the judgment that his objective perspective stemming from his wealth of academic experience would enable him to properly perform the duties of an outside member.</p> <p>Judging also that Professor Suzuki is not in a position that would give rise to a conflict of interest with general shareholders, UACJ has designated him an independent officer.</p> <p>None of the descriptions provided in Rule 211.4.6 of the Enforcement Rules for Securities Listing Regulations of the Tokyo Stock Exchange apply to Professor Suzuki.</p>	<p>Attended all 15 of the BOD meetings held during the fiscal year, openly expressing his opinion from an objective viewpoint and confidently supporting his comments based on his rich academic experience as a Professor Emeritus.</p>
Ryoko Sugiyama	○	<p>Ryoko Sugiyama is a Professor at Tokoha University. She was asked to join the Board of Directors based on the judgment that her wealth of academic experience, and management experience as a company director, would allow her to properly perform the duties of an outside member.</p> <p>Judging also that Professor Sugiyama is not in a position that would give rise to a conflict of interest with general shareholders, UACJ has designated her an independent officer.</p> <p>None of the descriptions provided in Rule 211.4.6 of the Enforcement Rules for Securities Listing Regulations of the Tokyo Stock Exchange apply to Professor Sugiyama.</p>	<p>Attended 14 of 15 BOD meetings held in fiscal 2016. Drawing on her experience as a university professor and company director, Professor Sugiyama freely contributed to Board discussions from her objective perspective.</p>

## **The Board of Directors and Executive Officers**

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At UACJ, the Board of Directors deliberates and renders decisions on important management matters, while the Executive Officers supervise and execute operations. By clearly separating these roles, we have enhanced management transparency and fairness, and created a governance system that clarifies responsibilities for individual business operations. In addition, to help ensure the proper control of operations, management meetings that are separate from the Board of Directors meetings are held on a monthly basis with participation by 9 Directors, 1 full-time Audit & Supervisory Board Member, and 17 Executive Officers (as of June 29, 2017). The purpose of these meetings is to deliberate and consider important management matters, and develop common understanding among those responsible for executing business operations.

The delegation of duties to, and areas of responsibility for, individual Directors are determined in a Board of Directors meeting following the general meeting of shareholders. Management organization rules govern the Executive Officers' execution of their responsibilities in accordance with laws and ordinances, the Articles of Incorporation, and Board of Directors resolutions.

Regarding concurrent service by directors and executive officers as officers of other companies, one outside director is concurrently serving as an outside director at another listed company. No other directors or executive officers are concurrently holding positions at other companies.

# Remuneration of Directors and Audit & Supervisory Board Members

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For remuneration of UACJ Directors and Audit & Supervisory Board Members, limits were established in the June 28, 2006 regular general shareholders' meeting of the former Furukawa-Sky Corp. For Directors, it was determined that remuneration for the Directors as a group shall not exceed 450 million yen annually (not including employee salaries), while for Audit & Supervisory Board Members the upper limit on remuneration for the Audit & Supervisory Board Members as a group was set at 175 million annually. These limits have remained in effect even after the merger with Sumitomo Light Metal Industries, Ltd.

Amounts of remuneration for individual Directors are determined by Board of Directors resolutions within the overall limit approved by the shareholders. In determining amounts of remuneration, a base amount is set depending on status – either full-time or part-time – and position within the company. Adjustments are then made based on performance.

Amounts of remuneration for Audit & Supervisory Board Members are determined via discussion by the Audit & Supervisory Board Members, within the overall limit approved in the general shareholders' meeting mentioned above.

At the UACJ Group, remuneration of Directors and Audit & Supervisory Board Members is accomplished without the use of stock options.

## Audit Function

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### **| Audit & Supervisory Board**

UACJ is organized as “a company with a board of Statutory Auditors” under Japanese law. Within UACJ, the “board of Statutory Auditors” is referred to as the “Audit & Supervisory Board” and, as an independent element of the Company’s corporate governance, monitors the Directors as they perform their duties.

As of June 29, 2017, the Audit & Supervisory Board consists of 4 Audit & Supervisory Board Members, including 3 outside members and one member with knowledge of financial and accounting matters. Audit policies and plans are prepared by the Audit & Supervisory Board annually based on the Code of Kansayaku Auditing Standards (“Kansayaku” is the Japanese term for “corporate auditor” and means Audit & Supervisory Board Member at the UACJ Group.) and the rules governing the Audit & Supervisory Board. Each Audit & Supervisory Board Member, in accordance with the audit policies and plans determined by the Audit & Supervisory Board, is engaged primarily in monitoring the implementation and operation of internal

control systems, conditions with regard to risk prevention and responses to management issues, and other matters to determine whether the Directors are properly fulfilling their duties. Audit & Supervisory Board Members also attend Board of Directors and other important meetings, and express their opinions as necessary.

As a rule, the Audit & Supervisory Board comes together in monthly meetings during which audit reports presented by the full-time members serve as a principal means for close communication, and the sharing of information among all Audit & Supervisory Board Members.

Regarding concurrent service by Audit & Supervisory Board members as officers of other companies, two outside directors are concurrently serving in the capacity of an outside auditor or other position with other listed companies. No other Audit & Supervisory Board members are concurrently holding positions at other companies.

### Rationale for Selection of Outside Audit & Supervisory Board Members

Name	Independent Officer	Rational for Selection	Activities
Akari Asano	○	<p>Akari Asano has been a senior executive in charge of general affairs and performed other management roles at a manufacturing firm and within that firm’s corporate group. He was asked to join the Audit &amp; Supervisory Board based on the judgment that the knowledge and experience he has acquired throughout his career would enable him to properly perform the duties of an outside member.</p> <p>Judging also that Mr. Asano is not in a position that would give rise to a conflict of interest with general shareholders, UACJ has designated him an independent officer. None of the descriptions provided in Rule 211.4.6 of the Enforcement Rules for Securities Listing Regulations of the Tokyo Stock Exchange apply to Mr. Asano.</p>	<p>Attended all 15 BOD meetings and 13 Board of Auditors meetings throughout the fiscal year. Openly commented and expressed his opinions backed by his years of experience accumulated as a company executive.</p>

Name	Independent Officer	Rational for Selection	Activities
Tetsuya Sato	-	Tetsuya Sato has a broad range of experience stemming from his experience as a statutory auditor at Furukawa Electric Co., Ltd. and in other senior management positions. He was asked to join the Audit & Supervisory Board based on the judgment that his wide-ranging experience would enable him to properly perform the duties of an outside member.	Attended 13 of 15 BOD meetings 11 of 13 Board of Auditors meetings held during the fiscal year. Openly commented and expressed his opinions based on his wealth of knowledge and broad perspective as a company officer.
Atsuki Matsumura	-	Atsuki Matsumura is President and Representative Director of Siltronic Japan Corporation and has previously participated in the management of Nippon Steel & Sumitomo Metal Corporation (NSSMC) and its group companies, overseeing corporate planning as an executive officer of NSSMC. He was asked to join the Audit & Supervisory Board based on the judgment that his expertise and experience in corporate management would enable him to properly perform the duties of an outside member.	Attended all 15 BOD meetings and 13 Board of Auditors meetings held in fiscal 2016. Openly expressed opinions backed by long experience as a corporate officer.

## Audits by Audit & Supervisory Board Members

To help ensure the full functionality of UACJ's Audit & Supervisory Board, two employees have been assigned to assist the Audit & Supervisory Board Members with their work. To enhance the quality of audits, audit work is performed in a three-pronged scheme consisting of audits by the Audit & Supervisory Board Members, audits by internal auditors, and audits by independent auditors. For audits by Audit & Supervisory Board Members and audits by internal auditors, on-site audit plans are developed in accordance with respective annual policies and plans. Audit & Supervisory Board Members and internal auditors freely share these plans, the results obtained, and opinions with each other. They also freely share their audit results and opinions with the independent auditors, and follow up on audit findings.

## Internal Audit System

At the UACJ Group, internal audits are performed by the 13-member (10 full-time internal auditors and 3 internal auditors with other job responsibilities as well) Internal Auditing Department, which reports directly to the chairman of the board and the president of UACJ Corporation. Internal audits are performed in

accordance with annual audit policies and plans prepared based on the Internal Audit Rules. Their purpose is to objectively examine and assess the business activities of individual group companies to determine whether they are being pursued within the law, and with rationality and propriety. Audit results are reported to the chairman of the board and the president of UACJ Corporation, together with recommendations and suggestions for improvements.

\* as of March 30, 2017

## Internal Controls

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The UACJ Group endeavors to strengthen its internal control system to help ensure that its business activities are in line with management objectives, within the law and rational. Furthermore, as regards the status of internal controls stipulated by the Financial Instruments and Exchange Act, the Internal Auditing Department conducts tests and assessments with the aim of ensuring the reliability of financial reporting.

### | Status of the Internal Control System

As described below, the UACJ Group's internal control systems (Systems for ensuring that the execution of duties by the Directors and employees of the Company and the Group complies with laws and ordinances, and the Articles of Incorporation, and for ensuring the propriety of the business activities of the corporation and of the corporate group consisting of the corporation and its subsidiaries) have been established in accordance with Japan's Companies Act and Ordinance for Enforcement of the Companies Act.

#### **a. Systems for ensuring that the execution of duties by the Directors and employees of the Company and the Group complies with laws and ordinances, and the Articles of Incorporation**

- The Company and the Group act in accordance with the management philosophy and company principles, and aim to be virtuous organizations that abide by laws and ordinances, and the Articles of Incorporation.
- Based on education plans approved by the CSR Committee, workshops are held on compliance and other regulatory matters, and manuals and guidelines covering the same topics are distributed. Inspections for regulatory violations are also conducted.
- An internal reporting system has been put in place to promote the early detection and correction of compliance violations.
- The Internal Auditing Department, as the internal audit unit, monitors the performance of duties in individual units, conducts audits to determine whether internal control systems are functioning effectively, and reports findings to the Board of Directors.



## **b. Systems for the preservation and management of information on the execution of duties by Directors**

- Board of Directors meeting minutes, approval documentation, and other information on the execution of duties by Directors is prepared and retained in accordance with internal rules.
- Information is kept in a state that permits viewing by Directors and Audit & Supervisory Board Members whenever necessary.

## **c. Provisions and other systems addressing management of the risk of loss for the Company and the Group**

- The Company and the Group, in accordance with internal rules, properly address environmental, safety and health, quality, information security, export management, and other Company or Group risks. Risks unique to particular units are managed by those units. The CSR Committee advances horizontal risk management.

## **d. Systems for ensuring efficient execution of duties by Directors of the Company and the Group**

- Within the Company and the Group, duties are efficiently fulfilled based on the rule-based, clear division of duties and responsibilities, and other measures.
- Mid-term management plans and fiscal year budgets are prepared, and specific targets are established and their achievement is managed by individual units or groups.

## **e. Systems for ensuring the propriety of operations by the subject corporation and the corporate group consisting of it and its parent company and/or subsidiaries**

- The UACJ Group has constructed and put in place an internal control system.
- The Internal Auditing Department conducts audits of operations. It then reports results to the Audit & Supervisory Board Members and Representative Director as a measure for promoting compliance throughout the Group. In addition, subsidiaries are obligated by their own internal rules to discuss important management matters with the Company. If necessary, rules concerning the management of subsidiaries will be revised to ensure the propriety of business activities carried out by the Group.

## **f. Matters concerning employees to be assigned to assist Audit & Supervisory Board Members at their request**

- An employee has been assigned to assist the Audit & Supervisory Board Members. This employee supports the work of the Audit & Supervisory Board Members in accordance with their instructions.

**g. Matters concerning the independence of the employee referred to in the previous item and the validity of instructions issued to the employee, from Directors**

- The employee referred to above is an employee designated to be outside the direction and supervision of Directors, and personnel decisions concerning that employee require the prior agreement of the Audit & Supervisory Board.

**h. Systems enabling Directors and employees of the Company and the Group to report concerns to Audit & Supervisory Board Members, and systems for other reports to Audit & Supervisory Board Members**

- In connection with the execution of their duties, Directors, Executive Officers, and employees of the Company and the Group report to the Company's Audit & Supervisory Board Members without delay instances of significant violations of laws and ordinances, and the Articles of Incorporation; improprieties; and developments that could result in significant damage to the Company or Group.
- Directors, Executive Officers, and employees, based on the Board of Directors meeting rules and other internal rules, report or settle matters in Board of Directors meetings or other meetings at which Audit & Supervisory Board Members are in attendance.
- Subjecting Directors, Executive Officers, and employees of the Company and the Group, who have reported a matter, such as those described above, to the Company's Audit & Supervisory Board Members, to disadvantageous treatment on account of their having reported the matter is prohibited.

**i. Other systems for ensuring that audits by Audit & Supervisory Board Members can be performed effectively**

- The Board of Directors ensures Audit & Supervisory Board Member attendance at Board of Directors meetings, and management and other important meetings.
- The Audit & Supervisory Board Members and representative Director periodically hold meetings to exchange views.
- When the Audit & Supervisory Board Members make a request concerning the effectiveness of audits performed by the Audit & Supervisory Board Members, the Directors, Executive Officers, and heads of relevant units respond in good faith.
- Expenses covered by Article 388 of the Companies Act are handled in accordance with rules.

## **Strategic Shareholdings**

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UACJ's basic stance on strategic share investments is to maintain shareholdings to the extent that rational purposes, such as maintaining or strengthening business ties, or advancing business collaborations, can be advanced. Questions regarding possible investments in shares not already held, purchases of additional shares, and divestment are addressed with appropriate research considering factors such as necessity for the growth of the UACJ Group and effective use of the Group's capital, before referral to the Board of Directors, as required by Company standards.

Voting rights for shares held are exercised based on an overall consideration of whether resolution approval would have benefits, for example, in terms of supporting the purpose for the shareholding or promoting the sound management and, ultimately, greater corporate value for the issuing company.

## **Takeover Defense Strategy**

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Presently, UACJ has not adopted any takeover defense strategies.

**UACJ has established its CSR Committee to address a broad array of social demands. Chaired by the president, the committee’s membership also includes UACJ’s full-time directors, works managers, the head of its Research & Development Division, the heads of relevant departments, and the presidents of principal Group companies.**

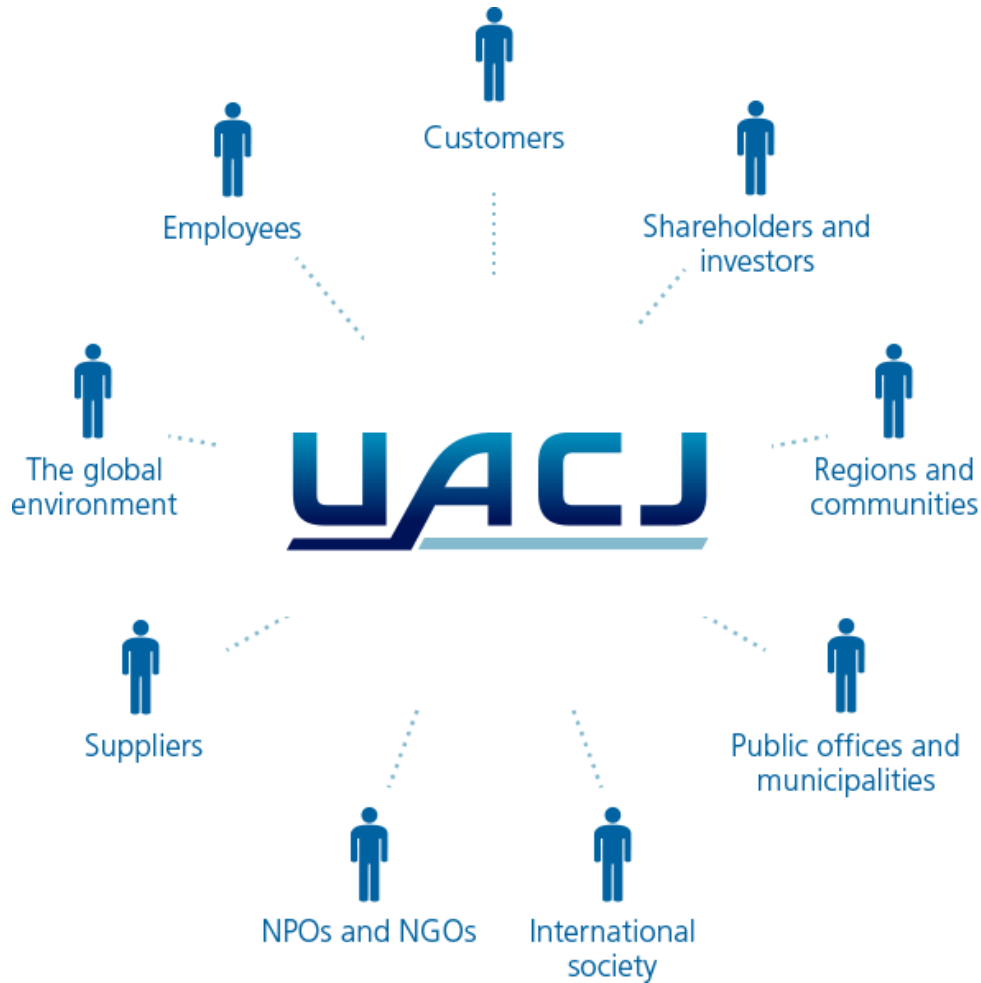
### **Basic Policy on CSR**

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Based on the UACJ Group’s management philosophy, we:

- As a member of international society, abide by the laws, and respect the cultures and customs, of countries where we engage in business,
- Contribute to the development of society through solid, sound business activities, and
- Communicate with stakeholders to earn their confidence and trust.

## Relationships with Stakeholders



## System for Advancing CSR

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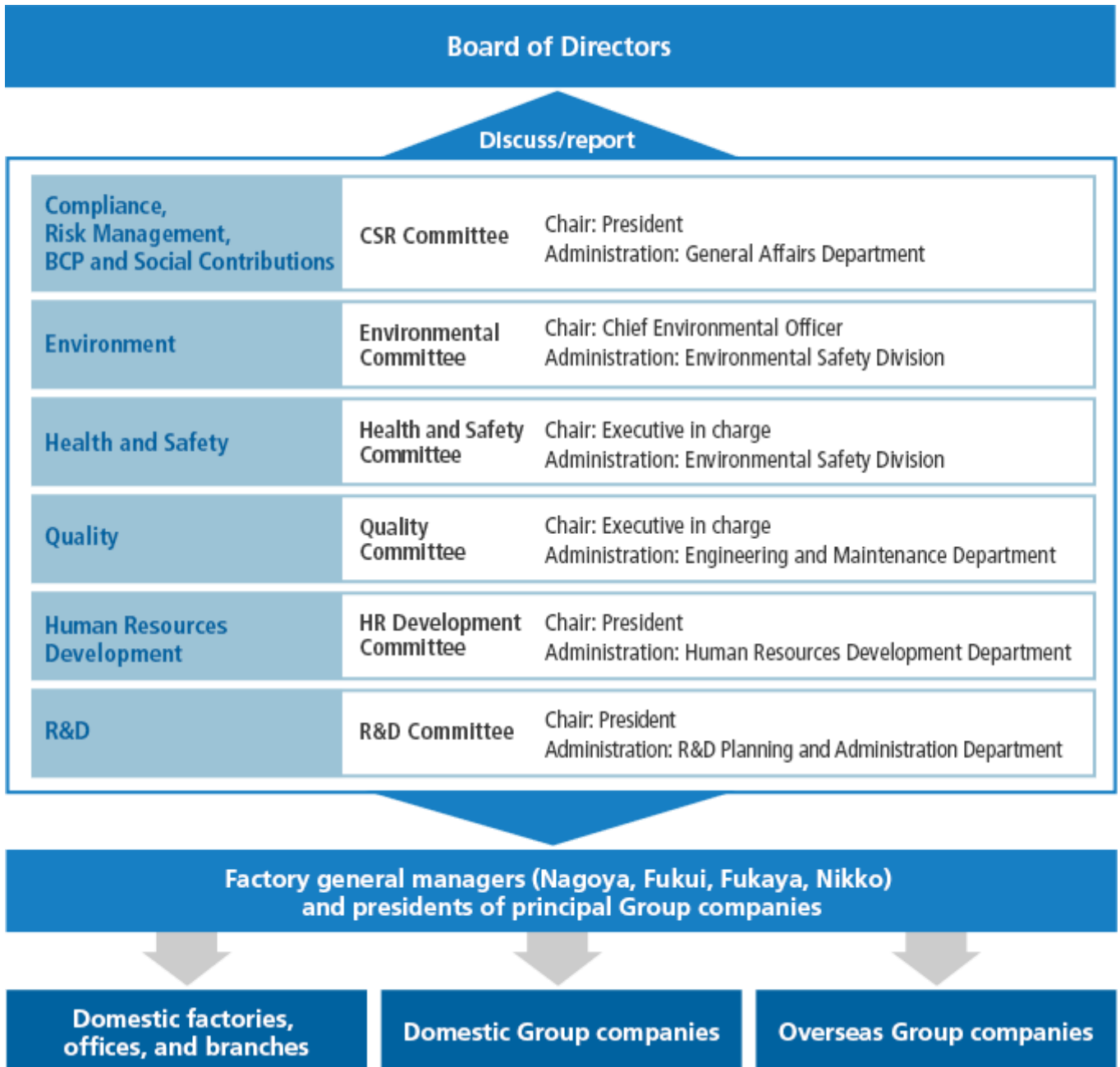
At UACJ, the CSR Committee, chaired by UACJ's president and with membership consisting of UACJ's full-time directors, works managers, the head of its Research & Development Division, the heads of relevant departments, and the presidents of principal Group companies advances CSR activities throughout the company.

The CSR Committee meets in May of every year to deliberate policies and measures on matters concerning all aspects of CSR and risk management, and exercises supervision of every fiscal year's activities. Using case studies of compliance violations, and other tools, it also functions as a training venue for executives and managers.

Following the meeting, members of the CSR Committee share the committee's decisions with the units they oversee in an effort that disseminates this information throughout the company. Information on CSR policies and measures is disseminated to affiliates in Japan via the General Affairs Liaison Committee and other channels.

In addition, the Safety and Hygiene Committee, Environmental Committee, Quality Committee, HR Development Committee, and R&D Committee address CSR issues in their respective areas.

### CSR Promotion Organization Chart



## Responsibilities to and Methods for Communicating with Principal Stakeholders

	Key Responsibilities	Communication Methods
Customers	<p>Maintain and improve the quality of products and services</p> <p>Provide products and services that are good for society</p> <p>Use a wide variety of technologies and expertise to solve customers' problems</p>	<p>Dialogue in daily business dealings</p> <p>Website</p> <p>Dialogue through technology exhibits and trade shows</p> <p>Customer satisfaction surveys</p>
Suppliers	<p>Build sound relationships through fair transactions respecting laws and ordinances</p> <p>Fulfill CSRs throughout the supply chain</p>	<p>Dialogue in daily business dealings</p>
Environment	<p>Reduce greenhouse gas emissions</p> <p>Promote energy efficiency and recycling</p> <p>Protect biodiversity</p> <p>Reduce industrial waste</p> <p>Manage and reduce harmful chemical substances</p>	<p>Operate within laws and regulations</p> <p>Support the Kyoto Protocol on fighting global warming, the Nagoya Protocol on biodiversity, and other international agreements</p> <p>Support environmental activities advanced by Japan's Ministry of the Environment and others</p>
Investors	<p>Provide appropriate returns</p> <p>Make timely and appropriate disclosures</p> <p>Increase corporate value</p>	<p>General meeting of shareholders</p> <p>Shareholder communications</p> <p>Results briefings</p> <p>Telephone conference</p> <p>One-on-one meetings</p> <p>Shareholder plant tours</p> <p>Website</p>



	Key Responsibilities	Communication Methods
Employees	<p>Respect human rights</p> <p>Develop personnel, and provide fair evaluations and compensation</p> <p>Protect worker safety and health (including mental health)</p> <p>Support diverse working styles, and employee efforts to meet work and personal responsibilities</p>	<p>Company Newsletter</p> <p>Intranet</p>
Local Communities	<p>Support sports and cultural activities, and efforts to nurture future generations</p> <p>Participate in and support traditional events</p> <p>Support and work with local and other NPOs</p>	<p>Plant tours</p> <p>Local events</p> <p>Neighborhood clean-up and other social contribution activities by employees</p>

## Objectives and Results

	Fiscal 2016 Objectives	Fiscal 2016 Results	Assessment	Fiscal 2017 Objectives
Highlight Compliance	Move ahead with preparation of the Group Code of Conduct in multiple languages.	Prepared and distributed a Brazilian Portuguese edition.	○	Continue to prepare and distribute editions in more languages.

	Fiscal 2016 Objectives	Fiscal 2016 Results	Assessment	Fiscal 2017 Objectives
	<p>Pledge to abide by the Group Code of Conduct.</p>	<p>Conduct education on, and have employees pledge compliance with, the Group Code of Conduct.</p> <p>Continue to conduct Group Code of Conduct education programs for all UACJ and domestic Group company employees.</p> <p>Executives and department heads at UACJ and domestic Group companies pledged compliance with the Group Code of Conduct to the president of their particular company.</p> <p>The presidents of domestic Group companies and two overseas companies pledged compliance with the Group Code of Conduct to the president of UACJ.</p>	<p>○</p>	<p>Continue conducting education programs and having individuals pledge compliance with the Group Code of Conduct.</p> <p>Strengthen efforts to implement the code of conduct at overseas companies.</p>

	Fiscal 2016 Objectives	Fiscal 2016 Results	Assessment	Fiscal 2017 Objectives
	Properly implement rules for reporting compliance problems.	Used Code of Conduct education programs and other opportunities to promote understanding of how to report compliance problems.	○	Formulate and properly implement rules for reporting compliance problems
	Raise awareness of and enhance the internal reporting system	Used Code of Conduct education programs and other opportunities to promote understanding of how to report compliance problems.	○	Promote understanding of how to report compliance problems internally and further enhance the credibility of the reporting system.
	Hold workshops on the Antimonopoly Law and Subcontract Act.	<p>Continue education on the Antimonopoly Law, Subcontract Act, and other individual laws.</p> <p>Conducted interviews concerning the Antimonopoly Law</p> <p>Included coverage of the Antimonopoly Law in job-level training.</p> <p>Conducted education on insider trading</p>	○	<p>Continue education on the Antimonopoly Law, Subcontract Act, and other individual laws.</p> <p>Implement education on the Revised Act on the Protection of Personal Information</p>

	Fiscal 2016 Objectives	Fiscal 2016 Results	Assessment	Fiscal 2017 Objectives
Promote Risk Management	Conduct Group-wide risk management activities.	Recorded the status of department-level activities in a risk management chart.  An overall review of activities was presented to the CSR Committee.	○	Have each department record the status of its activities in a risk management chart.  Have the CSR Committee continue to oversee risk management activities.
	Revise the BCP and prepare rules and manuals.	Revised the emergency supplies manual.  Prepared a manual on assisting stranded individuals.	○	Revise the BCP and prepare rules and manuals.  Have domestic Group companies adopt the new rules and manuals.
	Implement employee safety confirmation systems and install emergency communications equipment at Group companies.	Implemented safety confirmation systems at three of the six domestic Group companies where the systems were yet to be installed.	○	Implement employee safety confirmation systems and install emergency communications equipment (Complete at all domestic Group companies)
	Establish an emergency contact system and install an emergency communications system.	Continued implementation of the emergency contact system.	○	Manage and maintain the emergency contact system.

	Fiscal 2016 Objectives	Fiscal 2016 Results	Assessment	Fiscal 2017 Objectives
	Conduct training for setting up a disaster-response headquarters and responding to a disaster	<p>Conducted training for setting up a disaster-response headquarters and responding to a disaster.</p> <p>Conducted disaster-response training at the UACJ headquarters and at individual works.</p>	○	Implement a more advanced training curriculum.

**Viewing strict compliance as indispensable for business survival, we have made compliance education one of our highest priorities.**

## Group Code of Conduct

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Based on the Group's management philosophy and company principles, the Group Code of Conduct was established in June 2014 to set forth standards that all Group executives and employees must abide by if the UACJ Group is to be able to move forward as a corporate group that garners even greater trust by society.

Efforts to prepare versions of the Group Code of Conduct in the official languages of the locales of overseas affiliates are moving forward. Including the original Japanese version, the Group Code of Conduct now exists in nine different languages.

The Group Code of Conduct is available online in the various languages in which it has been completed.

The Group Code of Conduct is available in the following languages:

Japanese, English, Chinese, Czech, Indonesian, Thai, Spanish, Vietnamese, Brazilian Portuguese

## Compliance Education

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As part of its compliance education endeavors, the UACJ Group has posted the Group Code of Conduct on the intranet and distributes abridged editions that all executives and rank-and-file employees can keep with them at all times. In fiscal 2016, department-level seminars on the Group Code of Conduct were held for all employees of UACJ and Group companies in Japan. Afterward, all department heads were asked to pledge to the president of their company that they would uphold the Group Code of Conduct.

In fiscal 2016, compliance education efforts included coverage of compliance in job-level training and coverage of key points concerning international cartels in seminars held for executives and employees in sales-division or other positions that may entail interacting with representatives of competing companies.

Through regular, ongoing measures such as these, UACJ Group strives to ensure sound compliance awareness and understanding of legal provisions throughout its organization.

# Internal Reporting System (Corporate Ethics Consultation System)

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The UACJ Group operates an internal reporting system (Corporate Ethics Consultation Hotline) the purpose of which is to prevent compliance problems altogether, or discover them early on and swiftly resolve them. This system has internal and external channels that employees can access anonymously. Measures are in place to receive contacts by telephone, postal mail, e-mail, and other means as well. The Anonymous Reporting Board<sup>\*1</sup> is another reporting function that we have established to make it easier for employees to report activity they believe or suspect constitutes a compliance violation. The Corporate Ethics Consultation Hotline oversees and appropriately handles all reports of questionable activity from the selection of a unit to investigate the report, to implementation of a formal response. At the same time, it makes clear to relevant employees that the reporting employee and those who cooperate with the investigation are not to suffer any negative consequences from the mere reporting of suspicious activity or cooperation with the investigation. Furthermore, actions are taken to thoroughly protect the reporting and cooperating employees by, for example, confirming that they actually have not been subjected to negative consequences for their actions.

<sup>\*1</sup> The Anonymous Reporting Board is a system that allows an employee to engage in a dialog anonymously with hotline personnel. The receipt of a report anonymously can make it impossible to adequately investigate the report or provide investigation results and information on problem solutions back to the reporting employee. The UACJ Group has adopted the Anonymous Reporting Board to alleviate such problems.

## | Hotline Reports Received and Status of Responses

In fiscal 2016, UACJ Corporation received seven reports via the Corporate Ethics Consultation Hotline, while affiliates in Japan received a total of one. Of the total of eight reports, five concerned human rights and the remaining three pertained to other matters. Reports from employees willing to provide their names were properly handled, and investigation results and information on corrective measures were provided to the reporting employees.

Reports from employees wishing to remain anonymous were investigated to the extent possible. Those engaging in the improper activity identified were instructed on proper approaches and cautioned regarding their conduct going forward.

Reports received by affiliates were properly responded to by the relevant company, with investigative and other types of assistance from the Company, as needed.



## **Strict Compliance with the Antimonopoly Act and Protection of Free Competition**

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To promote fair, transparent, and free competition, and engagement in legitimate business transactions, the UACJ Group operates in strict compliance with the Antimonopoly Law. In fiscal 2016, we summarized key points concerning international cartels and held seminars to reinforce proper understanding of them among all executives and employees who are involved in work, at UACJ Corporation and Group companies in Japan, in which understanding of international cartels is relevant. Furthermore, interviews were conducted to gather information on compliance with antimonopoly and competition laws at Group companies in Japan and overseas, and to identify issues for ensuring thorough compliance going forward. In fiscal 2016, we experienced no violations of either Japan's Antimonopoly Act or the antimonopoly laws of other countries.

## **Anti-Corruption Initiatives**

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The UACJ Group explicitly prohibits actions such as bribery and excessive expenditures for entertainment in its Group Code of Conduct, and thorough understanding of these points is promoted in code of conduct education programs and job-level training. In fiscal 2016, interviews were conducted to gather information on corruption-prevention efforts at Group companies in Japan and overseas. This information was used to ascertain the current status of regulatory compliance and identify issues for promoting thorough compliance going forward.

There were no instances of the acceptance or offering of a bribe, or any other violations of the Group Code of Conduct, in fiscal 2016.

## **Rejection of Relationships with Antisocial Forces**

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In its company principles, the UACJ Group requires the strict rejection of relationships with antisocial forces and organizations. Furthermore, through our Group Code of Conduct, we strongly emphasize to all executives and employees that they are not to bend to inappropriate demands by antisocial forces, must remain resolute throughout, and must never engage in any relationship with antisocial forces.

UACJ, in accordance with its internal rules, makes donations and joins organizations only after determining that potential recipients, and organizations the company may join, have no connections to antisocial forces.

**We are constructing a comprehensive system for preventing the realization of all types of risks.**

### **Risk Management System**

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At UACJ, individual departments identify business risks, and take measures to avoid or mitigate them. Progress in implementing risk management measures is reported to the CSR Committee, which then assesses the propriety of the measures taken.

### **BCP (Business Continuity Plan)**

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UACJ is working to develop a business continuity plan (BCP) that would allow it to continue to provide products and services, or enable the rapid restoration of these activities, in the event of a major earthquake, widespread emergence of infectious disease, or other emergency situation.

### **| Response System for Major Earthquakes and Other Disasters**

In preparation for an earthquake, fire, or other such disaster, UACJ has built a response system that provides for the safety of employees, minimizes damage by preventing secondary disasters, and speeds recovery.

At a more specific level, we have implemented employee safety confirmation systems, established an emergency contact network, and equipped business locations with emergency radio equipment.

In fiscal 2016, we implemented safety confirmation systems at three companies, bringing to 26 the total number of companies where these are in place. This is out of a total of 29 domestic Group companies for which we plan to implement these systems. Implementations at three companies are scheduled for fiscal 2017. When this work is completed, safety confirmation systems will be in place at all domestic Group companies.

In fiscal 2016, emergency radio equipment was installed at six business locations belonging to four domestic Group companies, bringing the total number of locations with emergency radio equipment to nine at UACJ Corporation and 34 at 17 domestic Group companies. Installations of emergency radio systems are planned for more locations in fiscal 2017.

To help ensure our ability to act swiftly and reliably in times of emergency, we regularly conduct training exercises at individual business locations. In November 2016, training focused on the establishment of a disaster response headquarters was conducted at the Company's headquarters

Everyone, including the chairman, president, all other executives working at the headquarters, and all 300 or so rank-and-file employees participated in this exercise, in which we tested skills in setting up, operating, and breaking down a disaster-response headquarters; and fighting fires. Training for responding to a power outage was also conducted.

Disaster response initiatives tailored to circumstances at individual business locations are also being taken. The Nagoya Works provides a particularly good example. Lying in an area specifically addressed by the Large-Scale Earthquake Countermeasures Law, this facility has been steadfast in taking steps such as seismically reinforcing the works' main structure, securing evacuation routes, installing early warning devices, and setting aside disaster supplies. At the same time, it has prepared an earthquake preparedness manual, which serves as the basis for annual comprehensive preparedness training for a possible earthquake and tsunami.



Training for the set-up of a disaster-response headquarters at UACJ's headquarters

## Disaster-Response Training by Business Location

Business Location	Training Conducted
Headquarters	Firefighting, safety confirmation, evacuation, emergency life-saving, setting up a disaster-response headquarters, radio communications
Nagoya Works	Comprehensive training for responding to a major earthquake in the Nankai Trough (Setting up a disaster-response headquarters, evacuation, safety confirmation, radio communications, emergency life-saving, use of firefighting equipment, etc.) Safety confirmation, radio communications
Fukui Works	Comprehensive disaster-response training (Setting up a disaster-response headquarters, evacuation, safety confirmation, radio communications, firefighting, using stretchers to transport injured people, etc.) Safety confirmation, radio communications, AED training class.
Fukaya Works	Comprehensive disaster-response training (Setting up a disaster-response headquarters, evacuation, safety confirmation, firefighting, emergency life-saving, etc.) Safety confirmation, radio communications
Nikko Works	Comprehensive disaster-response training, firefighting at individual worksites, AED instruction, safety confirmation, radio communications

## Basic Concept

The UACJ Group believes that being a business that contributes widely to society requires understanding the expectations of stakeholders and responding to their trust. We see product safety and quality control initiatives, supply-chain management, human resource development and diversity, and the provision of safe, healthy work environments as having importance not only for us but for society, as well, and do our best to achieve progress in all of these areas, with their social benefits in mind.

## Key Objectives and Results

	Fiscal 2016 Objectives	Fiscal 2016 Results	Assessment	Fiscal 2017 Objectives
Quality and Customer Satisfaction	Zero major quality problems	Results on a par with fiscal 2015	△	Zero major quality problems
	Number of Complaints 10% or greater year-on-year reduction in complaints (both those involving claims for damages and those that do not)	2% year-on-year reduction	△	10% or greater year-on-year reduction in complaints (both those involving claims for damages and those that do not)
Human Resource Development and Diversity	Promote diversity in hiring	Hired nine new college graduates from outside Japan	○	Promote diversity in hiring
		Rehired 203 people who had reached the mandatory retirement age		

	Fiscal 2016 Objectives	Fiscal 2016 Results	Assessment	Fiscal 2017 Objectives
	Develop and implement career support measures for women	<p>Began to implement UACJ's first General Employer Action Plan</p> <p>Hired 4 women among a total of 21 new-graduate staff hires</p> <p>Hired women at the rate of 43% of new-graduate staff hires, and 7% of new-graduate hires for technical positions</p> <p>Increased female participation in management by 17% compared to the figure for the end of fiscal 2015</p>	○	<p>Hire women at the rate of 40% of new-graduate staff hires, and 10% of new-graduate hires for technical positions</p> <p>Increase female participation in management by 40% compared to the figure for the end of fiscal 2015</p>
	Strengthen technology development, frontline execution, and workforce capabilities for the Group as a whole	<p>Conducted a total of 28 seminars of 14 types, for 353 participants</p> <p>Had 785 employees participate in job-level training</p>	○	Continue strengthening technology development, frontline execution, and workforce capabilities for the Group as a whole
Provision of Safe, Healthy Work Environments	Energize improvement activities aimed at eliminating workplace accidents	<p>Conducted monthly safety inspections across the entire company</p> <p>Implemented safety measures based on uniform facility safety standards for the Group</p> <p>Conducted safety assessments for new construction, renovation, and relocation projects</p>	○	Energize improvement activities aimed at eliminating workplace accidents

	Fiscal 2016 Objectives	Fiscal 2016 Results	Assessment	Fiscal 2017 Objectives
	Conduct employee education on safety and health	<p>Included in job-level training</p> <p>Enhanced the content of experiential education on hazards</p> <p>Conducted safety and health seminars for supervisors</p>	○	Conduct employee education on safety and health
	Adjust working hours to appropriate levels	Implemented a work-time management system to accurately record and confirm working hours	○	Adjust working hours to appropriate levels

## Looking toward the Future

In fiscal 2016, the UACJ Group will redouble its efforts to achieve zero major quality problems, an objective for which performance fell short in fiscal 2015. At the same time, we will work to further activities aimed at eliminating workplace accidents and advancing human resource development. Other areas of particular focus will include efforts to achieve the various objectives, such as the target for hiring women into staff positions, established to promote diversity and achieve the action plan for compliance with the Act to Advance Women's Success in Their Working Life.

### Comment by the Executive in Charge

UACJ is increasing the diversity of its business activities. We are doing this, for example, through the accelerated global business development we have been pursuing in recent years and by entering new business fields. In North America, joint-venture establishment and M&A activities have added employees with corporate culture experiences new to us, and in Japan reassignment of products among works have necessitated changes in work routines. Successfully melding cultures and rising to the challenges of changing manufacturing processes both rely on people. UACJ, therefore, creates people-centric systems and devotes enormous amounts of time and energy to developing human resources.



Executive Officer  
Yukihiro Kuwamoto



In our Global Step I Mid-term Management Plan, we have designated diversity as a major policy area. To enhance diversity in our workforce, therefore, we are working to increase the percentages of women among new-graduate hires and in management positions as mandated by the Act to Advance Women's Success in Their Working Life, which took effect last year. This and other human resource development measures undertaken without regard to nationality are part of our efforts to become an aluminum industry leader in a competitive global market.

As a manufacturer, the technical skills of our employees and the passing on of those skills to younger generations are critical for our success. Our Nagoya Works has created a program specifically for this purpose and in fiscal 2016 the Fukui Works implemented one as well.

At UACJ, we devote significant attention to developing human resources capable of maintaining our approach to manufacturing amid constantly changing business conditions. We see our efforts in this regard as indispensable for becoming an aluminum industry leader in a competitive global market and will remain committed to them going forward.

## **/ Relationships with Customers**

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**The UACJ Group strives to satisfy customers and earn their trust through excellence in quality, technology, and execution.**

### **Basic Policies on Quality**

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1. We will constantly strive to improve our capabilities in technological development, quality management, and frontline execution to offer products and services that earn the satisfaction and trust of customers.
2. We will fulfill demands put before us.
3. We will carefully consider the quality objectives we have established and results we have obtained, and allocate management resources as needed.
4. We will undertake quality improvement activities with participation by all Group members to ensure that all employees understand our policies on quality.
5. All Group employees will act based on a clear understanding of our stance on quality and will participate in quality improvement activities.

### **| Quality Management System**

The UACJ Group has established its Quality Committee, chaired by the Executive in Charge of Quality, as the highest organ for advancing quality management. The Quality Committee discusses and reports on the status of quality, significant problems, and other quality-related matters.

Quality control groups have been established for each of the Group's businesses – flat rolled products, extrusion, foil, casting and forging, copper tubing, and precision-machined components. These individual quality control groups work together with the Engineering and Maintenance Department and the leaders of organizational units, as they pursue quality management activities.

### **| Quality Improvement Activities**

A uniform, annual quality management policy has been established for the entire UACJ Group. In fiscal 2016, quality objectives and priorities were clearly stated under the slogan, "Enhance quality from the bottom up to create a leading corporate group with world-class competitiveness," and measures for improving quality were undertaken.

## **Fiscal 2016 Quality Objectives**

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1. Zero major quality problems (quality anomalies)
2. 10% or greater year-on-year improvements in numbers of complaints, both those involving claims for damages those that do not.

## **Key Objectives**

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- Identify fundamental causes of problems to prevent recurrences and human error.
- Identify customer needs and expectations, and respond to them swiftly to increase customer satisfaction.
- Secure necessary capabilities and understanding, based on appropriate education, training, and experience.
- Strengthen technology assimilation and quality management in the transfer of control of products.

Through focused action on these key objectives, the UACJ Group as a whole achieved a 2% reduction in complaints.

At present, no UACJ Group products are prohibited for sale due to major quality problems, or are the subject of a dispute.

Considering factors including our fiscal 2016 results, we decided to carry forward with the same quality objectives in fiscal 2017 under the slogan, “Elevate quality to create a leading corporate group with world-class competitiveness.” Key objectives reflecting our vision of the future will be established, and we will proceed with efforts to further improve quality.

### **Fiscal 2016 Quality Objectives**

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1. Zero major quality problems (quality anomalies)
2. 10% or greater year-on-year improvements in numbers of complaints, both those involving claims for damages those that do not.

### **Key Objectives**

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- Identify the fundamental causes of problems to prevent both problem recurrence and human error
- Achieve greater customer satisfaction by identifying customer needs and expectations, and rapidly responding to them
- Secure necessary capabilities, and ensure proper understanding, by conducting appropriate education and training activities and providing employees with opportunities to learn on the job
- Strengthen capabilities to manage technical integration and quality when transferring control products

## **| Quality Management based on International Certifications**

The UACJ Group practices quality management in accordance with the international quality management system certifications obtained by UACJ and its Group companies. For Group companies that have yet to obtain these certifications, the Engineering and Maintenance Department provides support enabling quality management that conforms to international certification requirements.

## **| Measures to Improve Customer Satisfaction**

In both its management philosophy and basic policies on quality, the UACJ Group states that it will strive “to offer products and services deserving of our customers’ satisfaction and trust.”

Knowing what customers want, therefore, is essential. To gather customer feedback, we conduct regular customer satisfaction surveys. We also hold gatherings where customers can tell us directly what they think and what they would like to see in our products. Having collected feedback from activities such as these, we analyze it and then apply findings in improvement activities and development of new products.

## **| Addressing Complaints**

For fiscal 2016, our objectives in addressing customer complaints were: “Zero major quality problems (quality anomalies),” “10% or greater year-on-year improvements in numbers of complaints, both those involving claims for damages and those that do not.” In fiscal 2017, our efforts to achieve these objectives will continue.

Regarding major quality problems, we have created uniform decision criteria for the entire Group, share information throughout the Group, and are working to prevent recurrences of problems experienced in the past.

## **| Responding to Customer Questions**

On its website, the UACJ Group has created a page where customers can submit questions on matters such as orders for aluminum materials and technical issues concerning applications, and ask for prepared information. Regardless of the nature of the inquiry, we make a point of providing customers with swift, accurate responses.

The number of questions we receive has been averaging about 200 per year over the past several years, with 20-30% coming from overseas. Going forward, we intend to further deepen our interaction with customers and reflect what we learn in the development of new products and other activities, as well.

## Awards Received from Customers

Award	Recipient	Rationale
Toyota Motor Kyushu, Inc. Lexus Gold Award (May 2016)	UACJ	For maintaining/improving quality for aluminum to be used in automobile body sheets
Mitsubishi Heavy Industries, Ltd. Letter of appreciation for being a Fiscal 2015 Outstanding Partner in the Integrated Defense & Space Systems Domain (September 2016)	UACJ Foundry & Forging Corporation	Recognized for cooperation in cutting costs and meeting integrated deadlines in manufacturing and sales
Orora Working Together (Australia) (October 2016)	UACJ Corporation	Recognized for excellence in quality, on-time performance, and technical support
Fiscal 2016 Cho Monozukuri Innovative Automotive Parts and Components Award presented by the Monozukuri Nippon Conference and the Nikkan Kogyo Shimbun (November 2016)	Pacific Industrial Co., Ltd. UACJ Corporation	Recognition for development of automotive body components using friction-stir-welded tailored aluminum blank materials

## Awards Received from Outside Organizations

Award	Award Description	Recipient of a prize
Japan Aluminum Association Association Award (Development Award) (May 2015)	Award is presented for technical advancement, product development, and products that have contributed to demand expansion for the aluminum industry, and for products that are expected to promote aluminum demand and develop new markets.	For development of the new AA2013 aircraft aluminum alloy, which offers outstanding extrusion workability and corrosion resistance. Katsuya Kato and Hidenori Hata (R&D Center) Hideo Sano (UACJ Corporation)

Award	Award Description	Recipient of a prize
<p>Japan Aluminum Association Association Award(Technology Award) (May 2016)</p>	<p>Award is presented for technical advancement, product development, and products that have contributed to demand expansion in the aluminum industry, and for aluminum material, and product manufacturing and processing technologies, that are outstanding as technical achievements or make significant social contributions in terms of environmental protection.</p>	<p>For Development of Refill Friction Stir Spot Welding Masaki Kumagaya and Toshihiko Fukuda (R&amp;D Center)</p>
<p>The Japan Institute of Light Metals Light Metal Paper-by-Newcomer Prize (November 2016)</p>	<p>Award recognizing up-and-coming researchers age 30 or younger who have presented an outstanding paper contributing to the advancement of scholarship or technology in the area of light metals.</p>	<p>Keiji Hasegawa (R&amp;D Center)</p>
<p>The Japan Institute of Light Metals Light Metal Advancement Award (November 2016)</p>	<p>Awarded to promising researchers or engineers age 36 to 45 for outstanding achievements in scholarly research or technical development in the area of light metals.</p>	<p>Hidenori Hata (R&amp;D Center)</p>
<p>The Japan Institute of Light Metals Oyamada Medal (November 2016)</p>	<p>Awarded for outstanding performance in inventing, conceiving, or performing research leading to outstanding technology for light metal production or manufacturing of light metal products.</p>	<p>Mineo Asano (R&amp;D Center)</p>
<p>The Japan Institute of Light Metals Takahashi Award (November 2016)</p>	<p>Presented to craftspeople who have made significant contributions to the development of industrial technology related to light metal casting, die-casting, or the melting and casting of expansile materials secondary alloys, or secondary metal.</p>	<p>Kazuhiro Maegawa (Fukui Works)</p>

# Dissemination of Information on New Products and Technologies

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## | Publication of a Technology and Research Journal

Recent editions of UACJ Technical Reports include Vol. 2 No. 2, published in July 2016, Vol. 3 No. 1, published in March 2017.

UACJ Technical Reports offer readers papers on the results of basic and applied research, analyses of technologies and discussions of future development possibilities, introductions of new products and coverage of various other topics.

We plan to continue publishing UACJ Technical Reports as a tool for highlighting the UACJ Group's latest technical achievements in terms of research results, and new products and technologies.



## **Relationships with Suppliers**

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**With the basic objective of pursuing procurement that is fair, transparent, and proper, the UACJ Group engages in procurement activities that are global in scale and environmentally conscious.**

### **Fair Transactions**

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#### **| Basic Approach**

The UACJ Group's basic policy on procurement rests on the principle of free competition and calls for us to engage in fair, transparent, and proper procurement activities. To adapt our procurement activities to changes in social conditions, we revise the composition of procurement items, procurement methods, and procurement conditions, as needed, and make other changes as well.

We look beyond past performance in choosing who we do business with and are open to dealing with domestic and overseas suppliers that meet price, quality, delivery time, stable supply capability, reliability, environmental, and other requirements. Products with new functions and functions that offer improved performance are of particular interest and we actively include them in our scope of purchases.

#### **| Compliance in Procurement Activities**

The UACJ Group takes steps to promote strict compliance in procurement activities. Our efforts in this regard include seminars on Japan's Subcontract Act. Seminars are scheduled for each business site of UACJ Corporation and the domestic Group companies and steady progress is being made in holding them.

#### **| CSR Procurement Initiatives**

The UACJ Group believes it is important to consider the needs of society and the environment not only within the Group but throughout the supply chain. We, therefore, have developed the UACJ Group CSR Procurement Guidelines and ask that our suppliers work with us based on a thorough understanding of our position on CSR procurement.

## **| Environmentally Conscious Procurement**

The UACJ Group's Purchasing Department works with manufacturing and other user departments to obtain environmentally conscious raw materials, indirect materials, office supplies, and services wherever practical.

Regarding raw materials and indirect materials, in particular, we endeavor to procure alternatives with the least environmental impact. These efforts include having individual works request, as part of their ISO14001 activities, that suppliers perform surveys to identify the presence of designated chemical substances and provide certifications that designated chemical substances have not been used. When there are no options free of these substances, attention focuses on using those with the lowest amounts. Efforts to ensure that our procurement activities are as environmentally conscious as possible also extend to areas like packaging, where we encourage suppliers to be efficient in their use of packaging materials.

For office products, the department is taking steps such as shifting to products that comply with Japan's Law on Promoting Green Purchasing.

## **Relationships with Investors**

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**UACJ actively pursues information disclosure and dialogue with investors in advancing its global IR activities.**

### **Communication with Investors**

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At UACJ, forthright information disclosure and interactive communication are key to our efforts to meet investor expectations. Timely disclosure and communication activities promote investor understanding of the UACJ Group, and help us to build and maintain enduring relationships based on trust.

In fiscal 2016, we held telephone conferences for analysts and institutional investors following the first- and third-quarter results announcements, and results briefings following the second- and fourth-quarter results announcements. At the international level, our executive in charge of IR conducted face-to-face meetings with institutional investors. Intended to provide a better, more direct sense of who we are, these meetings were held in Hong Kong, Singapore, the U.S. (New York and Boston), and the U.K. (London and Edinburgh).

To promote dialogue with individual investors, which is also very important to us, we conducted investors-only tours of the Fukui and Nagoya works in October and November 2016, respectively. The tours were organized to provide individual investors with a better understanding of the UACJ Group and aluminum as a raw material. For fiscal 2017, tours are planned to take place again at the Fukui and Nagoya works. All of our IR activities function as a way for us to hear the opinions of investors and we incorporate what we learn into our activities and operations.

Enhancing our corporate value as we build on communications between investors and the UACJ Group is our objective moving forward.

### **Providing Information through Various IR Tools**

The UACJ Group issues shareholder communications to shareholders and other investors. Our ongoing efforts to enhance information disclosure also include the preparation of an integrated report providing clear explanations of both financial and nonfinancial information, and communications intended specifically for individual investors. The UACJ website is another important medium for investor relations and in fiscal 2016, Nikko Investor Relations Co. Ltd. ranked it the eighth best among the websites of all 3,688 listed companies, for thoroughness of content. Other outside organizations, too, have expressed praise for our investor relations activities.

## Dividend Policy

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UACJ views dividends as an important avenue for providing returns to shareholders. Our decisions on dividend payments are guided by our basic policy of making stable, ongoing payouts, and are shaped by factors such as our performance trends, and the needs to enhance our corporate value through investments, secure R&D capital to boost competitiveness, and ensure financial soundness.

For the fiscal year ended March 2017, we paid total dividends of 6 yen per share.

## **Relationships with Local Communities**

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**The UACJ Group engages in various types of activities to not only contribute to society through business activities as a good corporate citizen but also coexist with and contribute to local communities as a corporate group trusted by society.**

### **Basic Approach**

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The UACJ Group places great value on coexisting with the communities where we pursue business activities. We, therefore, support activities promoting environmental conservation, the development of children, the well-being of people with disabilities, local festivals, and other locally oriented activities.

### **Promoting Employee Participation**

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At UACJ, we encourage employees to participate in volunteer activities by not only inviting them to join in company activities supporting social welfare, disaster recovery, environmental conservation, and other such causes but have also implemented a volunteer leave system\* that supports social participation by individual employees.

\* Under the volunteer leave system, employees are allowed to take paid time off, separate from their regular paid leave, to participate in volunteer activities.

### **Environmental Protection and Neighborhood Cleanups**

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The UACJ Group, in its pursuit of CSR activities rooted in local communities, actively participates in the beautification activities of local governments and cleans areas adjacent to its plants.

### **| Nagoya Works**

The Nagoya Works contributes to local beautification efforts by conducting cleanups of areas surrounding the works. Participation in these twice-a-year events (held in May and September in fiscal 2016) consists mainly of supervisors numbering 60 or so for each occasion.

## Fukui Works

The Fukui Works participates in environmental beautification activities promoted by Fukui Prefecture, and performs cleanup activities in areas next to its facility. In fiscal 2016, these cleanup activities were held on four occasions – in June, September, December, and March – with a total of 622 participants. Held every year, they have now become regular events for the community surrounding the works.

## The Fukaya Works and Six Group Companies in the Fukaya Area\*

Since 2001, the Fukaya Works and six Group companies in the Fukaya area have participated in Fukaya City's semiannual (May and November) "zero garbage" activities and conducted their own local cleanup activities. In fiscal 2016, a total of 108 people, including Group company employees joined in a cleanup of areas along the Maenogawa River as it passes along the western side of the Fukaya Works.

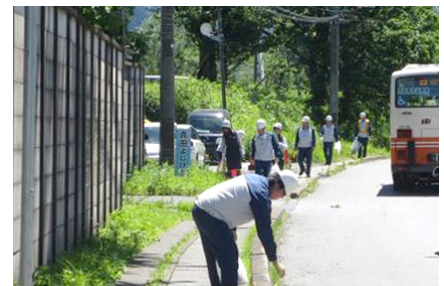


Cleaning up along the Maenogawa River in connection with Fukaya City's "zero garbage" cleanup campaign

\* ACE21, UACJ Logistics, UACJ Fukaya Service, UACJ Metal Components Corporation, UACJ System Corporation, UACJ Green-net Corporation

## Nikko Works

The Nikko Works performs cleanup activities in the area around its facility and in neighboring areas. Thirty employees from indirect departments and cooperating companies participated in the activity held in June – Environment Month - of fiscal 2016.



Cleaning up near the Nikko works

## UACJ Copper Tube Corporation and UACJ Copper Tube Packaging Corporation

UACJ Copper Tube and UACJ Copper Tube Packaging hold cleanup activities in the areas around their facilities, as part of Toyokawa City's Cleanup Day, an event held twice each year in accordance with the city's ordinance on littering and cleaning up after pets.

In fiscal 2016, the city held its Cleanup Days in May and September, and UACJ Copper Tube Corporation and UACJ Copper Tube Packaging Corporation employees, numbering 90 in total, joined in the collection of non-burnable and burnable waste.



UACJ Copper Tube employees cleaning up areas around the company's facilities as part of Toyokawa City's Cleanup Day

## UACJ Extrusion Oyama Corporation and UACJ Foundry & Forging Corporation

Every four months, around 30 employees of UACJ Extrusion Oyama Corporation and UACJ Foundry & Forging come together to clean the approximate 2.5km footpath that surrounds the plant. They have also continuously participated in cleanup activities sponsored by Oyama City. In fiscal 2016, a total of 40 employees participated in the cleanup of the Watarase Yusuichi recreation area, in April; the cleanup following the Oyama fireworks event, in July; and the Furusato cleanup event in Omoigawa, in October.

## UACJ Extrusion Gunma Corporation

UACJ Extrusion Gunma Corporation conducts cleanup activities around its plant. In the three fiscal 2016 activities, conducted in April, October, and January, employees collected waste discarded along the public roads and water channels in areas near the plant. Numbering between ten and twenty for each event, participants included employees up through the president, and members of the workers union.



Cleaning up the public roads and water channels around the facilities of UACJ Extrusion Gunma Corporation

## UACJ Extrusion Nagoya Corporation, Anjo Works

Working together with neighborhood associations, the Anjo Works of UACJ Extrusion Nagoya Corporation conducts cleanup activities mainly in areas adjacent to or near its plant at the end of every month. As an additional contribution to local beautification, the works also sweeps up litter and fallen leaves after stormy weather and on other occasions as necessary.

## UACJ Extrusion Shiga Corporation

UACJ Extrusion Shiga Corporation participated in the Lake Biwa Clean Campaign held in September 2016 to remove litter and empty cans from around Lake Biwa.

In fiscal 2016, 8 employees participated in this annual event.



UACJ Extrusion Shiga Corporation employees participating in the Lake Biwa Clean Campaign



## UACJ Foil Corporation, Nogi Works

In June of every year, the Nogi Works of UACJ Foil Corporation cleans the roughly 2km walking path between the works and Nogi Station, helping to beautify the area in the process. In fiscal 2016, 16 volunteers including Nogi Works employees and employees of business partners performing work on site joined in this event.



## UACJ Foil Corporation, Shiga Works

The Shiga Works of UACJ Foil Corporation conducts cleanup activities at the Yamadera Industrial Park, where it is located, as a contribution to local beautification. At the event held on December 6, 2016, 33 volunteers collected approximately 9 kg of trash.





## **| Nikkin Co., Ltd., Saitama Plant**

Every year, the Saitama Plant of Nikkin Co., Ltd. helps to install lanterns for the cherry blossom festival sponsored by the Kiyoku Industrial Park in March, joins in cleanup activities in May and November, and helps to set up and manage the Noryo Fireworks Festival in July. The plant also cooperates with the environment section of the Kuki City government to inform employees, and suppliers and others visiting its facilities, of the city's environmental initiatives (anti-littering, idling-stop, and curbside parking rules) for the roads surrounding the plant.

## **| Sansen Co., Ltd.**

For over 10 years, Sansen Co., Ltd. has been conducting its “Sawayaka Undo” cleanup activities in areas (junior high school, school for disabled children, hospital, and other places) surrounding the Nagoya Works of UACJ Corporation.

These activities are held on a monthly basis and draw participation by about 10 employees on each occasion.



Sansen Co., Ltd.'s “Sawayaka Undo”

## **Support for Education and Research**

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The UACJ Group provides support for university and other research institutions, and for community-based cultural and arts activities. We also participate in the Japanese Ministry of Economy, Trade and Industry's commissioned research, are moving forward with the development of a joint industrial-government-academia development program for young engineers and university students, act as a corporate practical training venue for the Super Science High School, support training activities sponsored by the Japan International Cooperation Agency, and support other types of education and training initiatives, as well, inside and outside Japan.

## **| Internship System**

The UACJ offers internships to 10-15 university (including graduate school) and technical college students every year. Participants are given a chance to experience actual operations in R&D and production technology departments, and in so doing gain a better understanding of the value of study and research in an academic environment and what it means to work at a company and in society.

## **| Fukui Works**

As one way of contributing to the local community, the Fukui Works welcomes visitors for plant tours. In fiscal 2016, the works conducted tours for nine groups of elementary and junior high school students and the general public. The total number of participants came to approximately 200 and the works was happy to help them learn more about UACJ.

## **| Fukaya Works**

In July, the Fukaya Works conducted plant tours for 42 local elementary and junior high school students. These tours were organized in cooperation with a project by Fukaya City's Board of Education. The purpose of the project is to give students a chance to experience science and technology in a way not possible at school and, thereby, encourage them to take an interest in these topics. In its tours, the Fukaya Works allowed students to see a casting furnace, rolling mill, and other facilities, and had students experience alumite dyeing at the R&D facility.



## **| UACJ Extrusion Oyama Corporation**

UACJ Extrusion Oyama Corporation welcomes local junior and senior high school students for workplace tours every year. Comments reflecting surprise at the quantity and size of equipment in the plant and recognition of the importance of workers simply greeting each other show that observing plant operations has impressed students in various ways.

## **| UACJ Color Aluminum Corporation**

UACJ Color Aluminum accepts students from Utsunomiya Kogyo High School in Utsunomiya City, Tochigi Prefecture, for internships in October of every year. In fiscal 2016, two students studying electrical engineering at the school were welcomed for a five-day internship (October 24-28) in the company's painting facility. Afterward, the students said that the internship gave them a better sense of the demands and importance of work and that their experience would be useful in making decisions about education and employment. For its part, UACJ Color Aluminum aims to enhance his contributions to the local community through internships and other means as well.

## **| UACJ Copper Tube Corporation**

Every year, UACJ Copper Tube Corporation accepts interns from a local high school.

In fiscal 2016, two students from Toyokawa Technical High School were welcomed for a three-day (October 18-20) internship in the facility maintenance department. For their internship, the students got a taste of maintenance work by participating in the dismantling and assembly of equipment actually used by the company.

## **| UACJ Metal Components Corporation, Shiga Works**

The Shiga Works of UACJ Metal Components Corporation participates in a program in which public school teachers undergo training at private sector companies. Over the past 16 years, it has regularly welcomed teachers into its facilities, and conducted training for 17 teachers in total. From October through December of fiscal 2016, a teacher from a local elementary school participated in assembly, packaging, and other types of work together with employees in the craft and manufacturing area of the Shiga Works.

## **| UACJ Metal Components Corporation, Ena Works**

The Ena Works of UACJ Metal Components Corporation accepts students from Nakatsugawa Kogyo High School and Ena Kita Junior High School, both in Gifu Prefecture, for internships. It also conducts plant tours for local elementary, junior high, and high school students. As a member of Ena City's environmental committee and labor standards association, the works also participates in events sponsored by these organizations.

## **| Nalco Koriyama Co., Ltd.**

Nalco Koriyama Co., Ltd. offers internships to students from Koriyama Kita Kogyo High School. In fiscal 2016, 3 second-year students from the school's machinery program participated in the three-day internship (July 5-7), which included classes on safety and how to read technical diagrams, and hands-on experience in performing light-duty work. On March 24, the company welcomed 10 high school students and two representatives of the city of Koriyama's employment policy section for a plant tour in connection with a city-sponsored program to provide high school students with tours of local companies.

## **| ACE21 Nara Center**

ACE21 Nara Center participates in the experiential learning education program of the nearby Shikige Junior High School. In fiscal 2016, the center took great pride in guiding 2 students through a three-day program in the basics of processing sheets of aluminum.

## **| UACJ Marketing & Processing**

Since fiscal 2012, UACJ Marketing & Processing Corporation has been conducting a practical learning program for people with disabilities. Its intent is to support their efforts to live independently. In fiscal 2016, the company accepted one student from Anjo Special Needs Education School for the program. With the help of detailed discussions with the school, and proper attention paid to safety during the program, the student accepted for the program completed it with flying colors.

## **| Toyo Fitting Co., Ltd.**

Toyo Fitting participates in an experiential learning project for local junior high school students. In fiscal 2016, it hosted 20 students from four schools, leading them through a program that included a plant tour and hands-on experience with tasks such as product packaging.

## **Disaster Response Support for Communities**

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### **| Nagoya Works**

Supporting the City of Nagoya's aims under its program for making the city more resilient against natural disasters, the Nagoya Works has signed a memorandum of understanding with a local committee working to prepare the Nakagawa school district for natural disasters. The agreement is for the provision of materials and equipment for responses to large-scale disasters. By entering into this relationship, the works is cooperating with the City of Nagoya's efforts to have communities and companies work together to improve their area's ability to deal with major disasters.

The Nagoya Works also signed an October 2012 memorandum of understanding in which it has agreed to make its unmarried employees' dormitory available free of charge as a tsunami evacuation site for students of a nearby school for disabled children, and it continues to conduct tsunami evacuation drills with the school.

### **| UACJ Copper Tube Corporation**

In an effort to support local disaster preparedness, UACJ Copper Tube Corporation entered into an agreement for firefighting and disaster response support with Toyokawa City in March 2013. The company also registered as a business that will cooperate in firefighting for the city and has employees participate in firefighting activities.

## **| Toyo Fitting Co., Ltd.**

In support of the local disaster preparedness, Toyo Fitting has signed a memorandum of agreement with a local neighborhood association regarding evacuation sites to be use in times of emergency.

## **Other Forms of Communication**

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### **| Fukui Works**

Cooperating with Sakai City's efforts to make itself more livable for people with disabilities, the Fukui Works began in fiscal 2008 to make donations of 9 million yen in five-year cycles, providing equipment for schools for special needs children and other social welfare facilities, as well.

The works' donation for the fiscal 2012-2016 period has been used for purposes such as the purchase of a bus for the Reihoku School for Children with Special Needs and installation of audio guidance systems for the visually impaired in five of the city's multipurpose toilets.

### **| Fukaya Works and Six Group Companies in the Fukaya Region\***

Since 2007, the Fukaya Works and six Group companies in the Fukaya region have been making contributions to programs that assist disabled people.

These contributions are overseen by the UACJ Shogai Fukushi Kikin. Together with funds donated by the six Group companies, a total of two million yen is contributed to the fund every year to promote projects for the benefit of disabled people in Fukaya City.

\* ACE21 Corporation, UACJ Logistics Corporation, UACJ Fukaya Service Corporation, UACJ Metal Components Corporation, UACJ System Corporation, and UACJ Green-net Corporation

## **| Nagoya Works, UACJ Copper Tube Corporation**

The Nagoya Works holds the Inari Festival, which begins with a dedication ceremony at Inari Shrine, located on the grounds of the works, in April of every year, and UACJ Copper Tube Corporation holds its Summer Festival in August. Both of these festivals are attended by large numbers of local residents and are, therefore, good opportunities for deepening communication with local communities. The Nagoya Works and UACJ Copper Tube Corporation also actively co-sponsor and participate in festivals, sports, and other events held by local school districts.



Inari Festival (UACJ Corporation, Nagoya Works)

## **| UACJ Copper Tube Corporation and UACJ Copper Tube Packaging Corporation**

As part of their efforts to support people with learning disabilities, UACJ Copper Tube Corporation and UACJ Copper Tube Packaging Corporation began in April 2013 to allow Smile, an organization supporting people with learning difficulties, to sell its baked goods within their companies every Wednesday, excluding holidays. Popular with employees, these items – all 150 Smile brings – are sold out in only about 15 minutes.

The companies also outsource the sorting of waste items to Smile and Mokusei no Hana, another organization supporting disabled people.

## **| UACJ Extrusion Oyama Corporation, UACJ Foundry & Forging Corporation**

At UACJ Extrusion Oyama Corporation, employees, mostly younger ones, participate in the Mikoshi Neriaruki parade that is the highlight of every July's Oyama Summer Festival Opening Carnival.

Donations and other forms of support are provided on an ongoing basis to Tochigiken Bohan Kyokai (crime-prevention organization), Oyamashi Shakai Fukushi Kyokai (social welfare organization), and other charitable organizations.

## **| UACJ Extrusion Gunma Corporation**

Since fiscal 2015, UACJ Extrusion Gunma Corporation has been hosting students from Isezaki Senior Special Needs School for on-site group practical training. And in April 2016, students who participated in this training were welcomed as new employees. At an October 2016 seminar on hiring people with disabilities, sponsored by the school and the public job placement office in Isezaki City, representatives of the company gave a talk on the company's initial steps in hiring people with disabilities and its practical training program. The seminar proved to be a prime opportunity for attendees, 15 people from 13 companies, to learn and share information on hiring people with disabilities.

## **| Nalco Koriyama Co., Ltd.**

With help from the city of Koriyama, Nalco Koriyama Co., Ltd. organized a summer festival sponsored by the association of companies with operations in the Koriyama Nishibu Dai-ni Industrial Park. The festival, which was held on July 17, 2016, attracted roughly 500 visitors, including local residents. Following an opening address by the mayor of Koriyama, the festival commenced with a can-stacking game, a comedy performance, and other attractions visitors thoroughly enjoyed.

## Relationships with Employees

One of the UACJ Group's company principles is to “nurture staff by creating safe and positive work environments.” Accordingly, we work to address issues concerning human rights, diversity, human resources development, work-life balance, and occupational safety and health.

### Basic Workforce Data

#### UACJ Workforce Data

	2015		2016	
Employees	2,707	(286)	2,756	(283)
Men	2,489	(262)	2,539	(259)
Women	218	(24)	217	(24)
Average age	40.4		40.5	
Average years of continuous service	17.5		17.4	
New hires (excluding temporary transfers)	129		187	
Men	127		179	
Women	2		8	
Employee turnover rate	5.5%		4.5%	
(Voluntary resignations)	1.6%		2.0%	

\* Figures in parentheses are the average numbers of temporary hires (not included in totals).

\* As of March 31 of each year.



## UACJ Group Workforce Data (Consolidated)

	2015		2016	
Group employees (consolidated)	8,881	(920)	9,651	(1,116)
Men	7,375	(743)	8,132	(948)
Women	1,506	(177)	1,519	(168)
By Region				
Japan	6,033	(898)	6,102	(854)
Asia	2,120	(18)	2,260	(17)
Americas	549	(4)	1,127	(245)
Europe, other	179	(0)	162	(0)

\* Figures in parentheses are the average numbers of temporary hires (not included in totals).

## Respect for Human Rights

### Basic Approach

Among its provisions, the UACJ Group's Code of Conduct calls for respect for human rights, prohibition of harassment, prohibition of the use of child labor and forced labor, and respect for basic labor rights. Understanding of the importance of respecting human rights is emphasized in job-level education, intra-departmental education focusing on the Code of Conduct, and in other settings, as well.

## Promoting Diversity

### Basic Approach

The UACJ Group believes that its competitiveness relies on having diverse human resources. One of the major policies under the human resource development section of the Mid-term Management Plan is to

“Practice diversity (respect and utilize individual diversity).” We, therefore, are committed to building and maintaining a system that enables the continuous nurturing of human resources.

## **| Diversity in Employment**

The UACJ Group actively maintains a diverse work force to support its business endeavors in new fields and in the global arena. In fiscal 2017, our hiring of new graduates included 21 people (17 men and 4 women) for staff positions, and 41 (41 men) for skilled labor positions. We are also actively hiring people from other countries, and have brought 17 on board since fiscal 2011.

## **| Creating Work Environments Supporting Career Success for Women**

At the UACJ Group, we are actively working to increase career opportunities for women. Our objectives under our action plan based on the Act to Advance Women’s Success in Their Working Life include: 1) Making women 40% of the new college graduates we hire into administrative positions and at least 10% of technical positions; and 2) Doubling by fiscal 2020 the number of women in management positions as of March 2016. As our most recent results along these lines, we hired 21 new college graduates, including 4 women, in fiscal 2016. Women accounted for 43% of the administrative positions filled and 7% of technical positions. Regarding the number of women in management positions, there were 87 female managers across the entire UACJ Group as of the end of fiscal 2016 (March 31, 2017). This reflects an increase of 13\* from the end of the previous fiscal year. In response to provisions, such as those of Japan’s Law for Measures to Support the Development of the Next Generation, we are striving to create workplaces that allow employees to fulfill both work and child-care responsibilities.

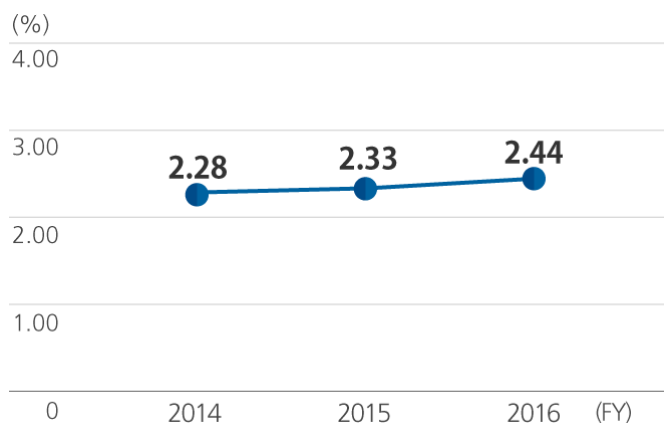
\* Includes Group companies that are not consolidated subsidiaries.

## **| Initiatives for Hiring People with Disabilities**

UACJ works to achieve the legally mandated workforce percentage for employment of people with disabilities. We do this via UACJ Green-net Corporation, a company recognized as a special subsidiary under Japan’s Act for Promotion of Employment of Persons with Disabilities. The UACJ Green-net Nagoya Office was established in April 2015 to expand work opportunities for people with disabilities and its Anjo Satellite Office was set up in April 2017. As of June 1, 2016, people with disabilities comprised 2.28%\* of the Company’s workforce, more than the legally mandated 2.0%.

\* Beginning with fiscal 2017, calculation of this rate is based on combined employment data for UACJ, UACJ Foil Corporation (a UACJ subsidiary), and UACJ Green-net Corporation.

## Employment Rate for People with Disabilities



\* Calculation of employment rates is based on combined employment data for UACJ, UACJ Foil Corporation (a UACJ subsidiary), and UACJ Green-net Corporation.

## Personnel Development Initiatives

### Approach to Personnel Development

The UACJ Group sees people who understand our management philosophy and company principles, and act accordingly, as the source of its competitiveness. To practice our management philosophy, we believe it is important to develop people who:

- Do not simply accept the status quo but instead continuously pursue improvement and change,
- Have the ability to understand other cultures and can act on a global stage,
- Have the ability to act in UACJ's best interest, and
- Focus on quality and technology, and have the ability to act with a frontline-first orientation.

In terms of concrete action, we conduct job-level training and seminars, support self-development, and organize improvement activities, based on three basic ideas – employee development based on individual learning, developing subordinates' abilities on the job, and developing through the organization.

The Human Resources Development Department oversees the development and nurturing of people by filling in gaps to enable personnel development activities to function effectively.

### Human Resource Development Program

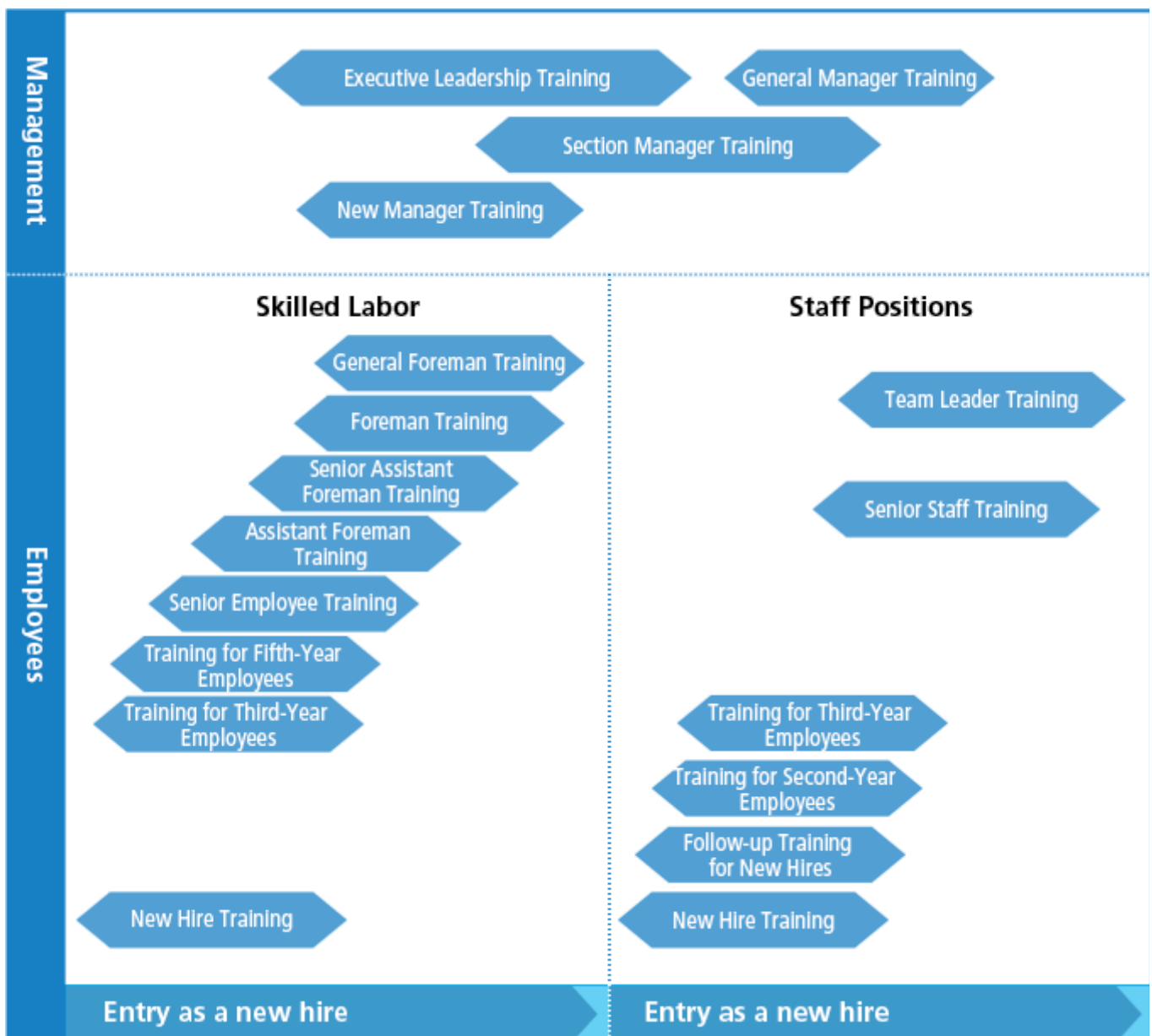
The UACJ Group's Human Resources Development Department uses the Human Resources Development Center at the Nagoya Works and external training facilities to conduct job-level training and seminars.

## Job-Level Training

The purpose of job-level training is to have employees sharpen their awareness of their job-level roles, acquire the professional capabilities and knowledge required to fulfill their job responsibilities, and deepen their understanding of the company's aims and systems.

For staff employees, we conduct a series of training programs over the first three years of employment. For employees in their fourth year after joining the company, and employees up through department manager level, we conduct senior staff, team leader, new manager, and other types of training in a continuous fashion by job level. We also perform training to prepare people for top management positions in the future.

For employees in skilled labor departments, we conduct a series of training programs over the first five years of employment. From their sixth year of service, employees participate in training as required for their job level.



## Fiscal 2016 Job-Level Training Participation

	UACJ	Affiliates	Total
Management	63	68	131
Staff	102	67	169
Skilled Labor	239	246	485
Total	404	381	785

### Seminars

The UACJ Group, separate from job-level training, also conducts seminars mainly for the purposes of helping individuals improve their skills or acquire expert knowledge, and imparting knowledge required for particular workplaces.

In fiscal 2016, we held seminars in areas such as improving leadership skills, instructor development, development of on-the-job training leaders, quality control (QC), and naze naze (why why) analysis at principal business sites. To better equip employees for working in a global environment, we conducted a business communication seminar, and to address new needs, we held seminars on the topics of diversity management and self-management for women.

In fiscal 2016, we conducted a total of 28 seminars of 14 types, with participation by 353 employees in all.

\* Naze naze (why why) analysis is a problem-solving approach that focuses on ascertaining fundamental causes.

### Support for Self-Development

In an effort to meet the needs of individual employees and workplaces, we help employees undertake self-development through avenues such as distance learning, preparation to acquire various types of professional certifications, and language study. We also issue a monthly newsletter that carries information on training activities and other information intended to promote employee interest in self-development.

## Education Support for Group

The Human Resources Development Department accepts Group company employees for participation in job-level training and seminars, and provides guidance and other forms of on-site support.

In fiscal 2016, 6 QC seminars were conducted at Group company locations.

## Developing Human Resources for Overseas Roles

In fiscal 2014, we introduced a two-year overseas training program in which participants spend the first year in language training and the second in practical training. Through fiscal 2016, a total of four employees were sent to the U.S. Three employees are currently participating in the program for the fiscal 2016-2017 period. We plan to continue with this program as a human resources development tool with a medium- to long-term outlook.

For employees scheduled to be sent on overseas assignments, we identify specific training programs based on each individual's work history and the demands of the assignment he or she is about to undertake, and then conduct training, which also includes intensive language instruction, on an individual basis.

For employees in general, we provide language training support based on TOEIC scores and conduct business skill seminars to help employees cultivate experience and knowledge.

As part of our efforts to promote education training for employees hired by overseas Group companies, we conducted a logical-thinking seminar for 23 managers at Thai affiliates in fiscal 2016.



Human Resources Development Center

## Improving Frontline Capabilities (Handing down technical skills)

Efforts to pass on the monozukuri (manufacturing) spirit, experience, and skills veteran employees have developed and acquired over their long careers are critical for maintaining product quality and continuously improving productivity.

In preparation for the coming increase in veteran technicians reaching the mandatory retirement age, the UACJ Group's Nagoya Works began a program in 2004 to transfer the skills, instinct, and “tricks of the trade” - the professional know-how – of veteran employees to their younger colleagues. In fiscal 2016, a similar initiative was launched at the Fukui Works, adding to others already underway in the maintenance department of the Nagoya Works, the extrusion department of UACJ Extrusion Nagoya Corporation, and the pipe manufacturing department of UACJ Copper Tube Corporation, where efforts are tailored to specific manufacturing circumstances. These activities will be continued with an eye toward implementing them at even more locations.

## **Improving the Capabilities of Non-Manufacturing Staff (Ji-Kotei Kanketsu initiative)**

To improve the quality and efficiency of the work performed by non-manufacturing staff, we are pursuing initiatives based on the concept of “Ji-Kotei Kanketsu”, or JKK.

JKK in non-manufacturing areas is the concept of individual employees thinking of the customer and downstream processes first, not making or passing on bad products (information), taking pride in and responsibility for their own work, not blaming others, improving themselves, and performing defect-free work. This is an approach we learned from Toyota Motor Corporation, and modified to suit our needs.

Our JKK initiative got underway on a trial basis in June 2009 in the Nagoya region. In April 2010, we launched a team within the Human Resources Development Department to advance this initiative and began promoting JKK throughout the Group.

Note: Ji-Kotei Kanketsu (JKK) is a manufacturing approach in which individual employees focus on not making or passing on defective goods (information) to customers and downstream processes, and take pride in and bear responsibility for their work, making improvements to perform their work perfectly, and without blaming others for problems. JKK is based on an approach learned from Toyota Motor Corporation and customized by UACJ for its own purposes.

## **Rehiring Employees Who Have Reached Mandatory Retirement Age**

We are actively rehiring employees who have retired after reaching the mandatory retirement age, and transferring their years of skills, techniques, and know-how to younger employees. As of the end of March 2017, 203 senior employees were back at work.

# Work-Life Balance

## Basic Approach

The UACJ Group has several systems intended to promote a healthy work-life balance by enabling all employees to properly meet work responsibilities and have quality time off to be with their families, study topics of personal interest, enjoy hobbies, or do whatever else they would like.

### UACJ Systems for Balancing Work and Family Responsibilities

Category	System	Description	No. of Employees Using (Fiscal 2016)
Child Care Support	Child-care leave	The employee may take leave for the desired period up to the time the child reaches the age of 1 year and 6 months, or through the end of the first April after the child becomes 1 year old (Legal requirement: Leave up to the time the child reaches the age of 1 year)	20
	Reduced working hours	Working hours may be reduced until the child becomes a fourth grade elementary school student. (Legal requirement: Until the child reaches the age of 3 years)	10
	Overtime exemption	Same as legal requirement.	0
	Sick-child leave	Same as legal requirement. Leave may be taken to care for a sick child who is not yet in junior high school. (Legal requirement: Leave for a child not yet in elementary school)	0
	Limitation on late-night work	Same as legal requirement.	0
	Limitation on overtime work	Same as legal requirement.	0



Category	System	Description	No. of Employees Using (Fiscal 2016)
	Limitation on overtime work Accumulated leave	Leave may be taken for child care or to care for a sick child.	27
	Baby sitter assistance service	Babysitter services by providers arranged by the Company are available at reduced rates.	0
	Rehiring of former employees	Rehiring of employees who left to give birth or care for children.	0
Nursing Care Support	Nursing care	Up to 365 calendar days may be taken to provide nursing care (Legal requirement: 93 days)	0
	Reduced working hours	Ability to reduce working hours for the amount of time needed on each occasion	0
	Elimination of overtime work	Same as legal requirement	0
	Nursing care leave	Same as legal requirement	8
	Limitation on overtime work	Same as legal requirement	0
	Limitation on late-night work	Same as legal requirement	0
	Accumulated leave	Leave may be taken to provide nursing care	9
	Rehiring of former employees	Rehiring of employees who left to provide nursing care.	0

Category	System	Description	No. of Employees Using (Fiscal 2016)
Other	Flex-time system	Implemented at UACJ headquarters; branch offices; offices; and the Nagoya, Fukui, Fukaya, and Nikko works; and technical R&D centers	557
	Nursing care	Leave may be taken to provide nursing care to parents or spouses	6
	Time off for volunteer activities	Leave be may be taken for social welfare, disaster recovery, community and environmental, and other volunteer activities recognized by the Company.	0
	Rehiring of former employees	Rehiring of employees who left because a spouse was transferred.	0

## Child-Care Leave System

At UACJ, 100% of the women who took maternity leave in fiscal 2016 used the child-care leave system. As of fiscal 2016, 88% of the women who had taken child-care leave had returned to their jobs, and 100% of these women were still with the Company three years after returning to work. To encourage men to take childcare leave, too, the Company allows expired paid leave to be used for child care. As an additional incentive for men to participate in child care, a system has been established to allow them to take up to five days of leave at their convenience during the first month following the birth of a child.

In fiscal 2016, a total of 20 employees – eight women and 12 men - took child-care leave. Going forward, the Company will continue to take steps to help employees balance work and home responsibilities. In April 2015, the Company established a new system for rehiring former employees who left because of reasons such as the birth of a child, the need to provide child or nursing care, or the transfer of their spouse. And in March 2017, we introduced systems for providing child-care subsidies and enabling employees with child- or nursing-care responsibilities to work at home, and adopted a coreless flextime system.

## Child Care Leave Taken

Fiscal Year	Men	Women	Total
2015	2	4	6
2016	12	8	20

(%)

Fiscal Year	Percents of UACJ Employees Returning to Work Following Child-Care Leave	Percents of UACJ Employees Still on the Job After Three Years
2015	83%	100%
2016	88%	100%

## Appropriate Work Hours

To properly manage work hours and prevent the working of excessive hours, the UACJ Group has implemented a work-time management system to accurately record and verify the times when employees begin and end each day at work. Employees who exceed overtime standards are asked to see an industrial physician.

UACJ has made every Wednesday a no overtime day to reduce overall work hours and promote work productivity and efficiency. And, through steps such as having each employee specify at the beginning of the fiscal year when they will take three consecutive paid days off (5 days every fifth year), we are systematically creating conditions that make it easier to take time off. Our aim in doing this is to achieve greater improvements in work efficiency by encouraging employees to refresh themselves mentally and physically.

Along the same lines, we also decided to participate in the Japanese government's Premium Friday campaign, which began in February 2017. On the last Friday of every month, therefore, we have employees finish their work by the official end of the workday. Separately, we are also encouraging employees to use paid leave and flextime to finish their work days by 3 PM.

## UACJ Overtime Hours

(h)

Fiscal Year	Average Overtime Hours
2015	31.6
2016	32.5

## Paid Days Off Taken

(Days)

Fiscal Year	Yearly Average Paid Days Off Taken
2009	9.5
2010	10.4
2011	10.9
2012	12.1
2013	11.7
2014	10.9
2015	12.1
2016	12.3

\* Figures for fiscal 2012 and earlier are sums for Furukawa-Sky and Sumitomo Light Metal Industries, which later merged to form UACJ. Figures for fiscal 2013 are totals of the sums for the two UACJ predecessors for the first half (April 1 to September 30, 2013) and UACJ for the second half (October 1, 2013 to March 31, 2014).

## Volunteer Leave System

In 2013, the UACJ Group implemented a system under which employees can take up to 50 days a year of expired paid leave to participate in social welfare, disaster recovery, local community, environmental conservation, or other company-approved volunteer activities under the auspices of the national or local governments, or quasi-governmental non-profit organizations.

# Occupational Safety and Health

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## Basic Stance on Occupational Safety and Health

We advance safety and hygiene activities that are joined in by all employees and start from the view that employee safety, hygiene, and health are all top priorities.

More specifically, we comply with laws and ordinances, and our own internal rules, concerning employee safety and hygiene, and have constructed occupational safety and health management systems. Through proper management, we strive to create work environments that are safe, hygienic, and healthy.

### Basic Policies on Safety and Health

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#### Philosophy

The UACJ Group, recognizing that the existence of a business enterprise rests on a foundation of employee safety and health and that ensuring employee safety and health is a social responsibility of business enterprises, will respect the following principles as a matter of course.

#### Principles

1. We will place employee safety and health before all else in all business activities.
2. To eliminate all workplace hazards as a step toward achieving zero workplace accidents, we will take the required organizational measures, allocate the necessary management resources, and, with the participation of all employees, strive to implement safety and health activities on an ongoing basis.
3. We will comply with the Industrial Safety and Health Law and other related laws and ordinances, and ensure employee safety and health in accordance with the safety and health provisions established by the Group companies.
4. Gaining the cooperation of employees, we will conduct education and training that is necessary and adequate for ensuring safety and health for all employees, and continuously implement safety and health activities, to constantly elevate safety and hygiene standards.
5. Sharing information on safety and health activities within the Group, and pursuing mutual enlightenment, we will work to improve understanding of safety and health principles, and raise safety and health awareness, among all employees.
6. We will advance the development of comfortable work environments to reduce worker fatigue and stress.

## Safety and Health Management System

### Safety and Hygiene Committee

The UACJ Group has built a safety and health management system in which leadership is exercised by the general safety and health managers at individual business locations. The purpose of the system is to create work environments where workers can be confident that their safety and health are being adequately protected.

Overseeing safety and health is the Safety and Health Committee. Chaired by the Executive Officer in Charge of Safety and Health, the committee, which meets once a year, is composed of members including full-time directors, works managers, and presidents of principal Group companies. At the meeting held in January 2017, a report on fiscal 2016 activities was presented by the Safety & Environment Department and then the committee discussed and approved directions to be taken in safety and health activities for fiscal 2017. President's Safety Awards for 2016 were presented to those business locations that experienced no accidents during the fiscal year.



[Presentations of President's Safety Awards (18 business locations) ]

Nikko Works; UACJ Fukaya Service Corporation; UACJ Extrusion Nagoya Corporation; Nagoya Works; UACJ Extrusion Czech s.r.o.; UACJ Extrusion (Thailand) Co., Ltd., Prachin Buri Works; UACJ Foil Corporation, Shiga Works; UACJ Foil Service Corporation; UACJ Foundry & Forging Corporation, Narita Works; UACJ Foundry & Forging Corporation, Ena Works; Iwai Metal Central Mexico, S.A. de C.V.; HIGASHI NIHON TANZO CO., LTD.: UACJ Marketing & Processing Corporation; UACJ Copper Tube (Malaysia) Sdn. Bhd.; UACJ Copper Tube (Guangzhou) Corporation; ACE21 Corp., Fukaya Center; ACE21 Corp., Nara Center; UACJ Trading (Kunshan) Metal Products Co., Ltd.; UACJ Green-net Corporation

## **Safety and Hygiene Managers' Committee**

The Safety and Hygiene Managers' Committee, with members including representatives of the Safety & Environment Department, and Safety Managers of the works and principal affiliates, meets once every month to discuss safety and work environment inspections and maintenance at each business location. The committee also refines the unified rules and promotes their inculcation across the breadth of the Group.

Going forward, we will continue to act vigorously to ensure that our safety and health management systems are equal to our needs.

## **Safety Management Initiatives (Occupational Safety and Health Management System)**

The Nagoya, Fukui, Fukaya, and Nikko works have adopted and are operating worker safety and health management systems, and are pursuing activities with the goal of achieving zero accidents in the workplace.

Safety and health activity plans are prepared at each works in accordance with the UACJ Group's safety and health activity aims. Plans are finalized once they are approved by the head of each works, and then discussed and approved by the worker/management joint Safety and Health Committee at each works.

To help ensure that safety and health management is practiced at the highest standards, we have established internal audit and other schemes based on the management system. Through internal audits, we conduct self-assessments of system operations, assuring in the process, that PDCA (Plan-Do-Check-Action) cycles are being used. In addition, to enhance the safety management standards of the entire Group, we hold annual liaison meetings of people in charge of safety and hygiene at Group companies.

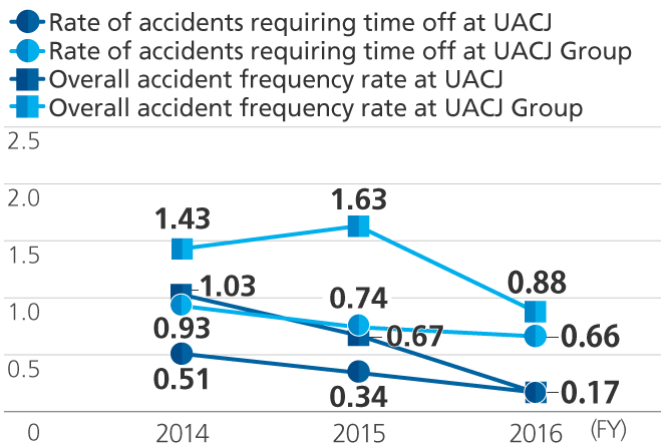
To achieve further enhancement going forward, we intend to improve the accuracy of internal audits.

## **Conditions with Regard to Workplace Accidents**

The UACJ Group aims to eliminate workplace accidents, regardless of scale, and the Group is working together to strengthen safety management systems.

Prior to the merger, workplace accidents at the Group came to 49 for fiscal 2011. Since then, they have been trending downward, falling to 22 in fiscal 2016. The rate of accidents requiring time off from work came to 0.66, with an overall frequency rate of 0.88.

## Workplace Accidents



※The overall frequency rate is a measure of the rate at which workplace accidents occurred during the fiscal year. It is calculated by dividing the total number of worker fatalities and injuries (including cases not requiring time off) resulting from a workplace accident during the fiscal year, by one million hours.

※The rate of accidents requiring time off from work is a measure of the frequency of workplace accidents that occurred during the fiscal year and required workers to take time off from work. It is calculated by dividing the total number of workplace accidents that occurred during the measurement period and required time off from work, by one million hours.

## Group-Wide Safety Inspections

Safety inspections of the principal workplaces of each business location are performed once a month on a rotating basis.

Safety inspections are performed with the participation of the Safety & Environment Department, people in charge of safety and health at each business location, and the head of the business location being inspected. Their objective is to determine whether work is being performed in line with standards and whether any risks have been overlooked.

For work locations and procedures for which safety inspections have identified problems, improvements are undertaken immediately. Two months afterward, the Safety & Environment Department confirms the status of corrective measures by performing an on-site inspection as a part of follow-up procedures that ensure complete compliance with safety measures.

## Toward Intrinsic Safety

The UACJ Group is striving to achieve intrinsic safety in its equipment and facilities. To do this, we are conducting risk assessments by examining work processes from various angles to thoroughly eliminate hazards and harmful factors. Safety measures are taken beginning with the facilities, equipment, and work approaches evaluated as having high risk levels. Residual risks, too, are all addressed with provisional measures.



Based on uniform equipment safety standards the Group introduced in March 2015, zones are being delineated within facilities and thorough safety measures are being implemented for each. Furthermore, when facilities are to be newly introduced or modified, intrinsic safety is achieved by conducting checklist-based safety examinations at the design, operational startup, and other stages.

## Safety-First Corporate Culture and Personnel Development

At the UACJ Group, job-level training includes safety and health education, and content aimed at raising safety awareness. Furthermore, experiential training aimed at enhancing awareness of dangerous situations, and competitions to encourage workers to hone crane and forklift skills, are held regularly.

For managers, safety and health education and training sessions are held to promote acquisition of the position, knowledge, and attitudes necessary for implementing safety management. In addition, to elevate safety and health management standards at individual Group companies, safety and health education, safety inspections, and other support initiatives are actively undertaken to foster a safety-first corporate culture and advance personnel development along the same lines throughout the Group.



Crane operation and slinging skill contest

## Principal Safety and Health Awards

Award	Recipient	Rationale
Japan aluminum Association Excellent Labor Safety Work Place Special Award for Superior Performance (Fiscal 2016)	UACJ Extrusion Gunma Corporation UACJ Extrusion Shiga Corporation* UACJ Foil Corporation, Isezaki Works UACJ Foundry & Forging Corporation	No workplace accidents for three years (four years at Shiga)
Japan aluminum Association Excellent Labor Safety Work Place Prize for Excellence (Fiscal 2016)	Fukaya Works	No workplace accidents for two years
Anjo City Disaster Prevention and Dangerous Substance Safety Association In-House Fire Brigade Excellence Awards (May 2016)	UACJ Extrusion Nagoya Corporation, Anjo Works	
Commendation from the Minister of Economy, Trade and Industry for High- Pressure Gas Safety (October 2016)	Fukaya Works	Award recognizing the Fukaya Works for its many years of involvement in operations related to high- pressure gas
Japan Crane Association Awards recognizing outstanding crane maintenance by maintenance workers and sling work by a crane operator (November 2016)	Nagoya Works	For outstanding sling work by crane operator
Nara Prefecture Labor Standards Association Gold Award for participation in the three-month zero-accident campaign (October 2016)	ACE21 Corp., Nishi Nihon Sales Department, Nara Center	For 10 continuous years of participation in the annual three-month (June, July, and August) zero-accident campaign

## Mental Health Care Initiatives

The UACJ Group strives to maintain and improve the mental and physical health of employees, whom it sees as important business assets. We do this based on employee mental health maintenance and improvement guidelines prepared by Japan's Ministry of Health, Labour and Welfare.

Understanding that early detection of symptoms is critical for treating mental health issues, we devote significant energy and attention to education and “line care” by managers and supervisors. More specifically, in job-level and other types of training, we conduct systematic, ongoing training and education to provide managers with tools for counseling subordinates experiencing mental health issues. For employees still in their 20s and 30s and not yet in management positions, we conduct self-care and other types of training to help employees maintain remain physically and mentally healthy.

Early detection of employees experiencing mental health issues is accomplished by having managers routinely talk to individuals to provide guidance and advice. If a manager comes to believe that an individual requires mental health care assistance, the manager will contact the department in charge of mental health care, which will immediately take appropriate action. In addition, as part of the stress-check system we have implemented, we have employees engage in stress checks to raise their stress self-awareness. Our efforts to thoroughly look after workers’ mental health also include consultations and health advice from industrial physicians and cooperation with outside institutions specializing in mental health care.

## **| Workplace Environment Improvement Activities**

To make better workplace environments, we are systematically taking steps to improve conditions with regard to summer heat, winter cold, dust, and noise; eliminate work that requires excessive physical exertion or taxing body positions; and add break areas and other features (e.g. adding or renovating break areas and on-site restrooms) that make environments more liveable. Concerning summer heat in particular, we are moving forward with installation of air conditioning and ventilation equipment in places where it is needed.

## **Employee-Management Relationship**

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Relations with labor unions are harmonious and information on the condition of the Company is regularly shared in central and business-site labor-management conferences. In April 2016, labor-management committees were formed at UACJ and at individual business sites to discuss possible measures for improving work-life balance by shortening working hours.

## Basic Stance

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The UACJ Group is thankful for the earth and the abundance of life it supports. That feeling underlies our basic stance on the environment, and we have publicly declared our aim to reduce our environmental burden in all aspects of our business activities.

The economic activities of humankind are now of such a scale that they are having enormous impacts on the global environment and giving rise to various problems, including extreme weather, imbalances in ecosystems, and depletion of natural resources. These are sustainability risks for the UACJ Group and ultimately for the earth. Our basic stance on the environment, therefore, is to ascertain what we can do to lower our environmental burden and then work steadily to achieve what is possible.

## Fiscal 2016 Objectives and Performance

	Fiscal 2016 Objective	Fiscal 2016 Performance	Assessment	Fiscal 2017 Objective
Elimination of Serious Environmental Accidents	Zero accidents	Zero accidents	○	Zero accidents
Measures to Fight Global Warming	Reduction of energy used per unit of production	0.4% increase per unit of production	×	Reduction of energy used per unit of production
Realization of a Recycling-Oriented Society	Reduction of waste generated per unit of production	6.0% decrease per unit of production	○	Reduction of waste generated per unit of production
	Continuation of zero emissions*	Maintained zero-emissions performance	○	Continuation of zero emissions*
Chemical Substance Control	Reduction of PRTR-controlled VOC emissions per unit of production	1.0% reduction per unit of production	○	Reduction of PRTR-controlled VOC emissions per unit of production

\* Within the UACJ Group, “zero emissions” is defined as direct landfill disposal of less than 1% of all industrial waste generated.

## Looking to the Future

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In fiscal 2016, the objective for energy used per unit of production was not achieved largely because of a decline in production volume.

In fiscal 2017, we will take additional steps and try new approaches to achieve progress toward our objective.

### Comment by the Executive in Charge

When the Paris Agreement took effect in November 2016, countries throughout the world turned their attention to the common goal of reducing CO<sub>2</sub> emissions. Aluminum and copper have characteristics that make them excellent materials for this purpose, and demand for them is rising throughout the world. At its Logan Mill in North America, UACJ uses recycled aluminum to produce raw material that will be used mainly to make aluminum beverage cans. North America is also the focus of a supply system we have established to provide automobile manufacturers with aluminum products they are using in increasing quantities to meet rising fuel efficiency standards in the U.S., Europe, and Japan. In fiscal 2016, we started operations at a plant that produces aluminum materials for use in automotive body sheet. We also added to the Group the company with the top brand in automotive structural materials and parts, and took other steps to meet the projected increase in demand.

By not only reducing our own environmental impact – for example, by implementing energy-saving measures at individual production sites and ensuring that all Group employees thoroughly understand our environmental policies - but also helping to lower environmental impact through our products, the UACJ Group is striving continuously to promote the realization of a sustainable society.



Managing Executive  
Officer  
Hiroyuki Fukui

## UACJ Group Basic Environmental Policies

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### Corporate Philosophy

The UACJ Group is thankful for the earth and the abundance of life it supports, and recognizes that the fate of all living things hangs on the condition of the earth's environment. Therefore, we see protection of the global environment and the promotion of a recycling-oriented society as one of our highest priorities and are committed to reducing environmental impact in all aspects of our business activities.

### Guidelines

1. We will make the necessary organizational arrangements and allocate the required management resources to advance activities that are cognizant of the need to protect the global environment.
2. We will work to continuously improve the quality of our environmental protection activities by assessing the environmental impacts of our present and future business activities and using the results to establish technologically and economically practical environmental improvement measures and specific objectives.
3. We will abide by environmental laws, regulations, and agreements, and formulate our own standards in actively working to protect the environment. At the same time, we will advance activities cognizant of the need to improve work environments, as well.
4. We will work to reduce our resource and energy usage, promote recycling, reduce waste, and properly manage chemical substances in all aspects of our business activities, which extend to the environmental impacts of the products we handle.
5. We will work to maintain or improve the environment by conducting environmental audits and constantly revising environmental management items and standards.
6. We will work to raise environmental awareness among all of our employees by using internal Group-wide communications activities and other measures to promote understanding of our basic stance on the environment.
7. We will contribute to and develop ties with local communities.

Given our basic stance on the environment, as set forth above, we are pursuing the following activities.

1. Measures to fight global warming and reduce CO<sub>2</sub>
  - (1) Advancement of energy-saving measures
  - (2) Advancement of fuel conversion
2. Development of a recycling-oriented society
  - (1) Advancement of the 3R<sup>(\*1)</sup> resource conservation measures
  - (2) Increasing our scrap usage ratio
  - (3) Reduction of industrial waste generated
  - (4) Reduction of landfill waste generated
3. Proper control of chemical substances
  - (1) Proper control of chemical substances in products
  - (2) Reduction of volatile organic compounds (VOCs)
  - (3) Reduction of PRTR<sup>(\*2)</sup> substances
  - (4) Establishment of an environmental quality management system that is trusted by customers
4. Compliance with laws and ordinances  
Compliance with domestic and overseas laws and ordinances
5. Establishment of an environmental management system  
Continuous improvement and enhancement of our environmental stewardship through the application of an environmental management system.
6. Promotion of environmental education  
Steps to enlighten all employees and raise their awareness on environmental matters.
7. Improvement of the environmental performance of aluminum products  
Contributions to the improvement of the environmental performance of our customers' products by developing and providing materials that make the most of aluminum's beauty and its environmentally harmonious characteristics of being light-weight and rustproof
8. Contributions to and ties with local communities.

\*1 3Rs: Reduce, Reuse, Recycle

\*2 The PRTR (Pollutant Release and Transfer Register) Law promotes improvement in the determination and control of amounts of designated chemical substances released into the environment.



# UACJ Group Environmental Management Direction

## Fiscal 2016 UACJ Group Environmental Management Direction

Area	Objective
Elimination of environmental accidents	Zero accidents
Advancement of measures to fight global warming	Per-unit-production reduction of energy consumption
Building of a recycling-oriented society	Per-unit-production reduction of industrial waste volume
	Objective Continuation of zero emissions
Proper control of chemical substances	Per-unit-production reduction of PRTR-controlled VOCs

## Environmental Management Direction for Fiscal 2017

Item	Objective
Elimination of environmental accidents	Zero accidents
Advancement of measures to stop global warming	Reduction of energy usage per unit production
Creation of a recycling-oriented society	Reduction of industrial waste per unit production
	Continuation of zero emissions
Proper management of chemical substances	Reduction of controlled chemical substance usage

\* Efforts will focus on chemical substances with the largest environmental impacts on a production-site basis.

# Approach to Environmental Management

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To advance environmental activities and raise the environmental awareness of employees, the UACJ Group has established the Environmental Committee as a body that represents the entirety of the Group.

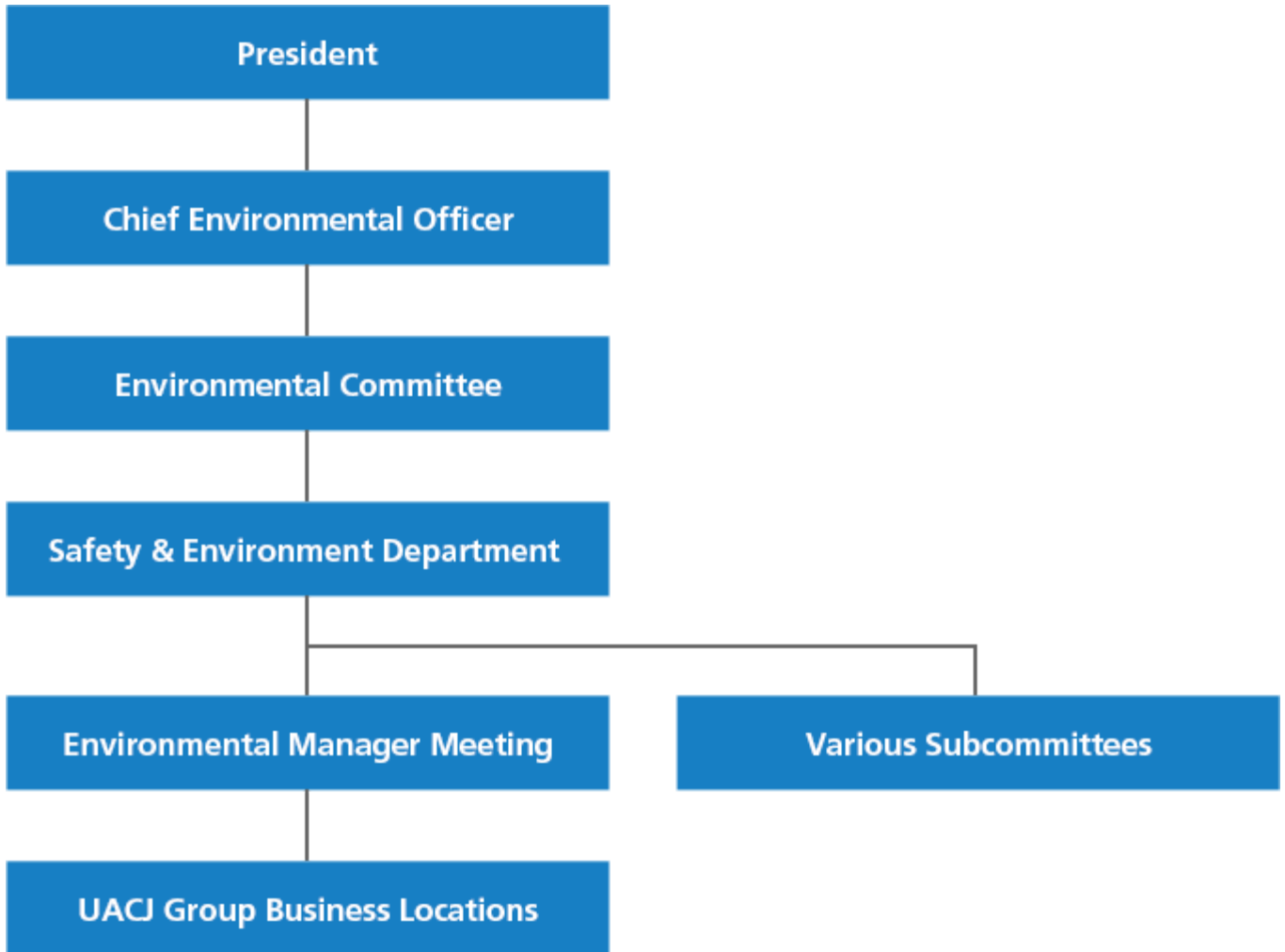
The Environmental Committee, chaired by the Chief Environmental Officer, has a membership consisting of UACJ executives, plant managers, and presidents of principal Group companies . The committee meets once a year, in principle, to be updated on the status of environmental activities, and discuss aims and objectives for the following fiscal year's environmental activities.

To link environmental activity objectives with business activities and reliably work for their achievement, we have established the Safety & Environment Department as a unit responsible for implementation. The Safety & Environment Department holds meetings for Environmental Managers, conducts Executive Environmental Inspections, and organizes subcommittees on topics such as industrial waste and energy saving in performing the function of implementing and refining environmental activities.

## | Environmental Manager Meetings

The Environmental Managers of UACJ's four main works, and principal extrusion, foil manufacturing, copper tube, and precision-machined components plants come together in meetings where they review progress in achieving the UACJ Group's environmental objectives, and share information on matters like changes in relevant laws.

## Environmental Management Organization



## Environmental Management System

Environmental management systems are in place at each of the UACJ Group's business locations, and nearly all of our plants have obtained the ISO14001 certification. Some of our smaller business locations have obtained the Eco-Action 21 certification by following the guidelines formulated by Japan's Ministry of the Environment.

Following the September 2015 issuance of the updated ISO14001 standard, each business location is working to develop and implement its own plan for complying with the revised standard. At the Group level, plans call for all business locations to have their certifications updated for the revised standard by the September 14, 2018 deadline.

## ISO14001 Certifications (as of August 31, 2016)

Business Location	Certifying Institution	Certification Number	Date Obtained
Nagoya Works	JIC Quality Assurance Ltd. (JICQA)	E440	2002.4
Fukui Works	Det Norske Veritas (DNV)	00484-2002-AE-KOB-RvA	2002.4
Fukaya Works	Japan Standards Association	00484-2002-AE-KOB-RvA	2002.7
Nikko Works	Det Norske Veritas (DNV)	1851-2002-AE-KOB-RvA/JAB	2002.3
UACJ Color Aluminum Corporation	Det Norske Veritas (DNV)	00789-2003-AE-KOB-RvA	2003.5
UACJ Extrusion Oyama Corporation	Det Norske Veritas (DNV)	00583-2002-AE-KOB-RvA	2002.9
UACJ Extrusion Nagoya Corporation, Nagoya Works , Anjo Works	JIC Quality Assurance Ltd. (JICQA)	E440	2002.4
UACJ Extrusion Shiga Corporation	Det Norske Veritas (DNV)	00583-2002-AE-KOB-RvA	2002.9
UACJ Extrusion Gunma Corporation	JIC Quality Assurance Ltd. (JICQA)	E773	2004.1
UACJ Foil Corporation, Isezaki Plant, Shiga Works, Nogi Works	Det Norske Veritas (DNV)	1423-1999-AE-KOB-RvA	1999.1
UACJ Foil Corporation, Isezaki Plant	JIC Quality Assurance Ltd. (JICQA)	E771	2004.1
Nikkin Co., Ltd.	Det Norske Veritas (DNV)	20221-2008-AE-KOB-RvA	2008.2
UACJ Foundry & Forging Corporation	Det Norske Veritas (DNV)	00583-2002-AE-KOB-RvA	2002.9

Business Location	Certifying Institution	Certification Number	Date Obtained
HIGASHI NIHON TANZO CO., LTD.	Det Norske Veritas (DNV)	00583-2002-AE-KOB-RvA	2002.9
UACJ Copper Tube Corporation	JIC Quality Assurance Ltd. (JICQA)	E281	2001.5
Toyo Fitting Co., Ltd.	JIC Quality Assurance Ltd. (JICQA)	E1610	2006.3
UACJ Metal Components Corporation, Sendai Works, Osaka Works, Hiroshima Works	Japan Quality Assurance Organization	JQA-EM3314	2003.8
UACJ Metal Components Corporation, Ena Works	The High Pressure Gas Safety Institute of Japan	04ER-420	2004.3
UACJ Metal Components Corporation, Shiga Works	Japan Quality Assurance Organization	JQA-EM6018	2007.12
NALCO Koriyama Co., Ltd.	JIC Quality Assurance Ltd. (JICQA)	E1711	2007.2

### Eco-Action 21 (as of June 30, 2017)

Business Location	Certifying Institution	Certification Number	Date Obtained
UACJ Metal Components Corporation, Narita Works	Chibaken Kankyo Zaidan	0000341	2005.5

## Executive Environmental Inspections

Executive Environmental Inspections are carried out at Group business locations in Japan to prevent environmental problems, propose and advance implementation of measures for eliminating or mitigating risk, and ensure thorough compliance with environmental laws and regulations.

The inspection team, consisting of the Chief Environmental Officer and representatives from the Safety & Environment Department, visits business locations, receives reports on local environmental management, and checks local conditions in gathering information on matters such as legal and regulatory compliance, and the status of improvement activities. When matters requiring improvement are identified, the Safety & Environment Department provides guidance and support in taking the necessary corrective action. Through this approach, the quality of environmental management throughout the Group is being raised from the bottom up.

In fiscal 2016, Executive Environmental Inspections were conducted at a total of 14 business locations.

## **| Status of Compliance with Environmental Laws and Regulations**

The UACJ Group is complying with all relevant environmental laws and regulations and received no citations for violations in fiscal 2016.

## **Environment-Related Investment**

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The UACJ Group's fiscal 2016 environment-related investments totaled approximately 300 million yen. These funds were used for purposes such as reconstruction of wastewater treatment facilities (UACJ Foil Corporation, Isezaki Works; Nikkin Co., Ltd.), updating the main pump for the extrusion press (UACJ Extrusion Nagoya Corporation, Nagoya Works), and converting to LED lighting (individual business locations).

## **Environmental Education**

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We conduct environmental education for all employees as another measure for fulfilling our social responsibility to protect the global environment.

The Safety & Environment Department and the environment units of individual business locations lead environmental education initiatives. The Safety & Environment Department conducts fundamental environmental education activities, the purposes of which are to enlighten and raise awareness of environmental protection, and promote understanding of the UACJ Group's Basic Stance on the Environment. Meanwhile, the environment units of individual business locations carry out environmental education initiatives to foster the skills and numbers of internal auditors needed to ensure that each business location conducts its daily activities with sensitivity toward the environment. In fiscal 2016, internal auditor training also included content on changes included in the 2015 edition of the ISO14001 standard.

We encourage employees to obtain public qualifications in environmental fields and are developing a workforce that is capable of appropriately responding to trends in environmental regulation. Individual business locations conduct general environmental education programs and special education programs for employees engaged in work that could have significant environmental impacts.

### Numbers of Employees with Environmental Management Qualifications (As of March 31, 2017)

Qualification	Qualified Employees
Pollution Control Manager - Air	39
Pollution Control Manager - Water	63
Pollution Control Manager - Noise	23
Pollution Control Manager - Vibration	27
Pollution Control Manager – Noise & Vibration	18
Pollution Control Manager – Dioxins	15
Energy Manager	60
Certified Environmental Measurer	1
Manager Responsible for Industrial Waste Requiring Special Controls	78
ISO1400 Internal Auditor	426

\* Data are for UACJ and Group companies in Japan.

## Biodiversity Initiatives

The UACJ Group views the protection of biodiversity as one of the most important global environmental challenges, and we treat it as such within the UACJ Group Code of Conduct. Though the UACJ Group's business model does not have a significant direct impact on biodiversity, we engage in actions we believe will help protect it. Examples of these actions, taken at individual business locations, are given below.

- Reduction of lumber usage in shipping material
- Addition of greenery

## | Supply Chain

The UACJ Group's customer base includes a significant number of manufacturers who export products to destinations outside Japan. This is one reason why we are keenly aware of the importance of supply-chain management.

We take steps to ensure that the raw metals we use include no conflict mineral<sup>\*1</sup>. And we exercise stringent measures to comply with the European Union's REACH<sup>\*2</sup> regulation and RoHS<sup>\*3</sup> directive, and ensure that our products contain no controlled substances. Furthermore, we make a point of responding appropriately when customers request us to complete a green procurement survey.

<sup>\*1</sup> Conflict minerals are minerals subject to conflict mineral disclosure regulations under the US Dodd-Frank Act. These minerals include tin, tantalum, tungsten, and gold mined in the Democratic Republic of the Congo or neighboring countries.

<sup>\*2</sup> The EU's REACH regulation requires the "Registration, Evaluation, Authorization and Restriction of Chemicals."

<sup>\*3</sup> The EU's RoHS directive requires the "Restriction of Hazardous Substances" and was issued by the European Parliament and the European Council to restrict the use of certain hazardous substances in electrical and electronic devices.



## Fiscal 2016 Material Balance

To support efforts to reduce industrial waste and substances of environmental concern, the UACJ Group works to accurately determine conditions with regard to the environmental impacts of its business activities. For fiscal 2016, data on substances of environmental concern and industrial waste were collected for the principal business locations, which comprise more than 95% of the UACJ Group's total energy usage.

### Fiscal 2016 Material Balance

INPUT		OUTPUT	
<b>Energy</b>	<b>400,000 kℓ<sup>※1</sup></b>	<b>Products</b>	
Kerosene	5,000 kℓ	Al	695,000 t
Fuel oil A	0 kℓ	Cu	47,000 t
Fuel oil C	16,000 kℓ		
Liquefied petroleum gas	30,000 kℓ	<b>Atmosphere</b>	
Liquefied natural gas	30,000 kℓ	CO <sub>2</sub>	757,000 t-CO <sub>2</sub> <sup>※3</sup>
City gas	131,000 kℓ	SOX	60 t
Electricity	188,000 kℓ	NOX	740 t
		Soot and dust	79 t
<b>Raw materials</b>			
Al	766,000 t <sup>※2</sup>	<b>Waste</b>	
Cu	47,000 t <sup>※2</sup>	Industrial waste	3,537 t <sup>※4</sup>
Mn	3,000 t	Direct landfill waste	10 t
Mg	10,000 t	Recycled materials	17,786 t
Si	1,000 t		
<b>Water</b>	<b>14,791,000 t</b>	<b>Wastewater</b>	
Water for industrial use	7,404,000 t		12,020,000 t
River water	3,530,000 t		
Groundwater	3,318,000 t	<b>Chemical substances</b>	
Tap water	538,000 t	Releases	492 t
		Transfers	192 t
<b>PRTR substances</b>			
	4,596 t		

Measurement Scope: 15 locations, including UACJ (Nagoya, Fukui, Fukaya, Nikko), UACJ Color Aluminum Corporation, UACJ Extrusion Nagoya Corporation (Nagoya, Anjo), UACJ Extrusion Oyama Corporation, UACJ Extrusion Gunma Corporation, UACJ Extrusion Shiga Corporation, UACJ Foil Corporation (Isezaki, Shiga, Nogi), UACJ Foundry & Forging Corporation, and UACJ Copper Tube Corporation

※1 Crude oil equivalent

※2 Total of new and recycled metal, scrap, ingots, etc.

※3 Based on an electric power generation CO<sub>2</sub> emissions factor of 0.378kg-CO<sub>2</sub>/kWh

※4 The amount of industrial waste consigned to outside parties for processing, less the amount recycled.

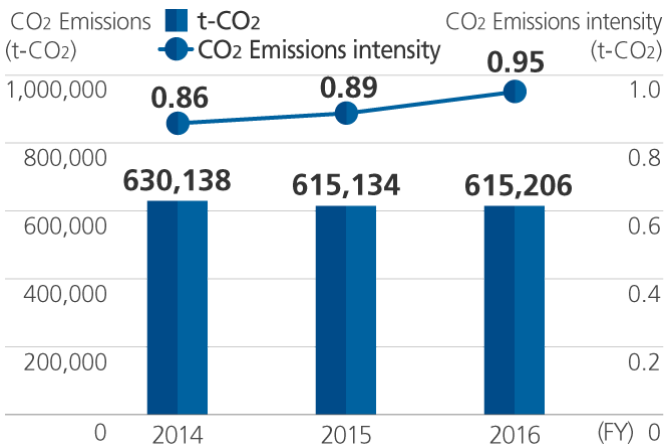
## Basic Stance

In light of the need to fight global warming, the pursuit of energy-saving activities is one of the UACJ Group's most important management concerns. Accordingly, we are steadily taking action on this front, focusing on what we can do in the present.

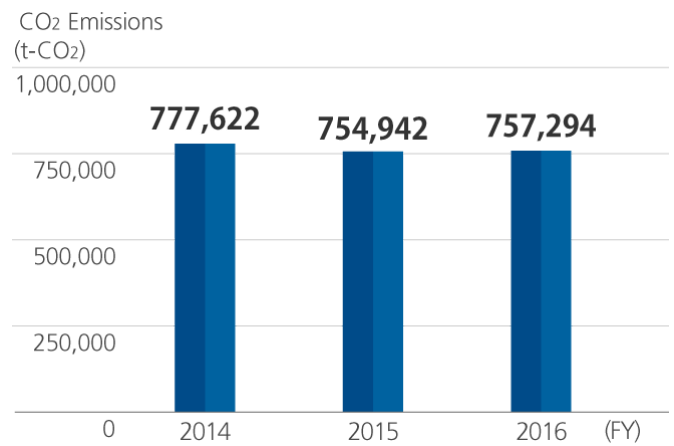
## Fiscal 2016 Results

In fiscal 2016, the fourth fiscal year following the merger that created UACJ, we moved forward with production optimization, in line with the Mid-term Management Plan. Production was streamlined through measures such as transferring the manufacturing of various products among our works. Domestic production declined slightly, but CO<sub>2</sub> emissions and energy consumption both increased marginally compared to fiscal 2015 levels. CO<sub>2</sub> emissions also exceeded the fiscal 2015 per-unit-of-production level (assuming a fixed emissions factor for electric power).

### UACJ CO<sub>2</sub> Emissions



### UACJ Group CO<sub>2</sub> Emissions



\*1 The CO<sub>2</sub> emissions factor is the one used for electricity generation, 0.378kg-CO<sub>2</sub>/kWh.

\*2 Measurement Scope: UACJ (Nagoya, Fukui, Fukaya, Nikko), UACJ Color Aluminum Corporation, UACJ Extrusion Nagoya Corporation (Nagoya, Anjo), UACJ Extrusion Oyama Corporation, UACJ Extrusion Gunma Corporation, UACJ Extrusion Shiga Corporation, UACJ Foil Corporation (Isezaki, Shiga, Nogi), UACJ Foundry & Forging Corporation, UACJ Copper Tube Corporation

# Main Initiatives in Production Processes

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## | Switching to LNG as a Heat Source for Production Processes

LNG results in 30% lower CO<sub>2</sub> emissions than does heavy oil to generate the same amount of heat. UACJ, therefore, is systematically switching to LNG to provide heat for its production processes.

As of fiscal 2016, LNG (including city gas) accounted for approximately 77% of fuel usage at UACJ's four works, in terms of heat generated.

## | Energy Saving Subcommittee

At the UACJ Group, meetings of the Energy Saving Subcommittee are held on a regular basis. These meetings serve as opportunities for key participants - representatives of the facilities departments at multiple business locations - to share information, consider differences in facility performance, and hear case presentations, all to achieve further improvements in energy saving endeavors.

## Examples of Energy-Saving Activities

The UACJ Group's principal energy-saving activities for fiscal 2016 are given in the table below. In addition to those initiatives, actions such as updating of chillers and air-conditioning systems, adoption of inverter technology for pump motors, fixing of steam leaks, reduction of energy usage by disengaging power, application of insulating coatings to reduce heat losses, and adoption of devices to improve coolant circulation through air-conditioning piping were taken at business locations throughout the Group.

## Examples of CO<sub>2</sub> Emissions Reductions (New for fiscal 2016)

Business Location	Theme	CO <sub>2</sub> Emissions Reduction Impact (t-CO <sub>2</sub> /yr.)
Nagoya Works	Change in the fuel-control approach to reduce overall city gas usage	300
UACJ Extrusion Nagoya Corporation, Nagoya Works	Reduction of electricity consumption by the main extrusion press pump by eliminating the makeup pump.	300
UACJ Extrusion Oyama Corporation	Air-leak repair campaign	200
Common themes for all works	Adoption of LEDs for ceiling lights	200
UACJ Copper Tube Corporation	Reduction of rolling line idling losses	100
UACJ Foil Corporation, Nogi Works	Adoption of energy-saving compressors	100

## Main Initiatives in Logistics

UACJ is working to save energy in its logistics processes. Considered a Specified Consignor (\*2) under the Energy Saving Law (\*1), UACJ has established the goal of a 1% improvement in the 5-year average amount of energy used per ton-kilometer of shipments and is taking steps toward achieving it.

In fiscal 2016, lower production volume had a major impact in increasing the amount of energy used for shipping, per unit of sales, to a level significantly above that for fiscal 2015.

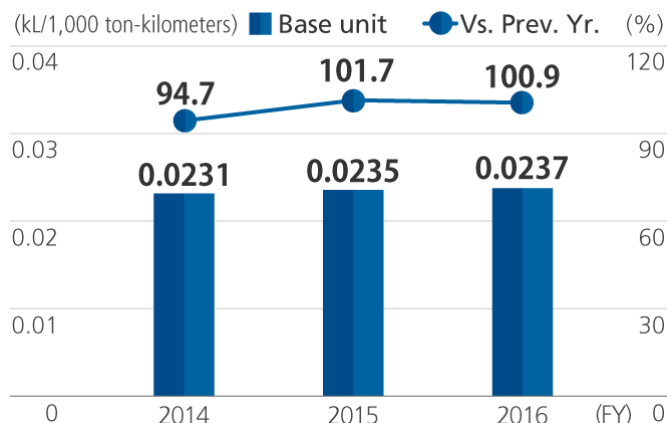
To address another concern, CO<sub>2</sub> emissions, we and business partners in the same industry have been cooperating since 2001 to improve shipping efficiency by jointly transporting certain extruded aluminum products.

\*1 Energy Saving Law : Under an ordinance established by the Ministry of Economy, Trade and Industry under the Act on the Rational Use of Energy, a consignor, who is in the position of requesting services from a freight carrier, is required to develop an energy-saving plan, and work to reduce energy consumption.

\*2 Specified Consignor :

A consignor whose annual shipments of its own freight equals or exceeds 30 million ton-kilometers

## Amount of Energy Used for Shipping, per Unit of Sales



\* Figure submitted in regular reports

## Main Initiatives in Offices

### Energy-Saving Activities in Offices

UACJ's offices are actively working to cut electricity usage by implementing the Japanese government's "cool biz" and "super-cool biz" hot-weather measures, raising thermostats in the summer and lowering them in the winter, and systematically turning off lighting, electronic devices, and other electricity-consuming items when not in use.

### Office-Based Environmental Protection Measures

As environmental protection initiatives, individual UACJ offices separate waste into paper and plastic, and recyclables into newsprint, copy paper, magazines, and cardboard.

For office supplies, items complying with the Law Concerning the Promotion of Procurement of Eco-Friendly Goods and Services by the State and Other Entities and eco-mark items are purchased to the extent possible.

# Chemical Substance Pollution Prevention

## Basic Stance

The UACJ Group believes it would be ideal if products could be made without giving rise to any substances negatively impacting the environment, anywhere within the supply chain. That ideal is at the root of our constant efforts to prevent contamination by chemical substances.

## Fiscal 2016 Results

For discharges of environmental pollutants accompanying its production activities, the UACJ Group has set and abides by pollutant discharge standards that are stricter than those of Japan’s Air Pollution Control Law, Water Pollution Control Law, local government ordinances, and conventions.

In fiscal 2016, there were no discharges in excess of our standards.

### Pollutant Control at Individual UACJ Works (Fiscal 2016) ○: Measurements fall within standards

	Measurement Item	Nagoya Works	Fukui Works	Fukaya Works	Nikko Works
Air	NOx, SOx, soot and dust	○	○	○	○
Water	pH, BOD	○	○	○	○
	n-H (mineral oil) 、SS	○	○	○	○

# Control of PRTR Substances

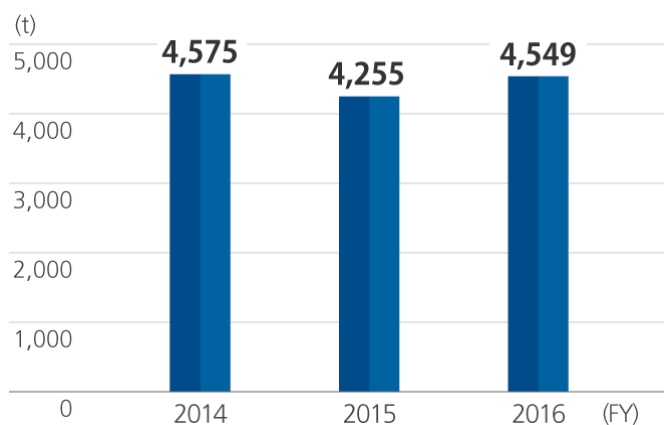
The UACJ Group, in accordance with the PRTR Law, identifies amounts of targeted substances handled, released, and transferred, and reports them as required. We also work to reduce these volumes.

In fiscal 2016, the production volume of products using targeted substances increased, compared to fiscal 2015. Overall releases of targeted substances by the Group as a whole, therefore, increased by 16.4% year on year.

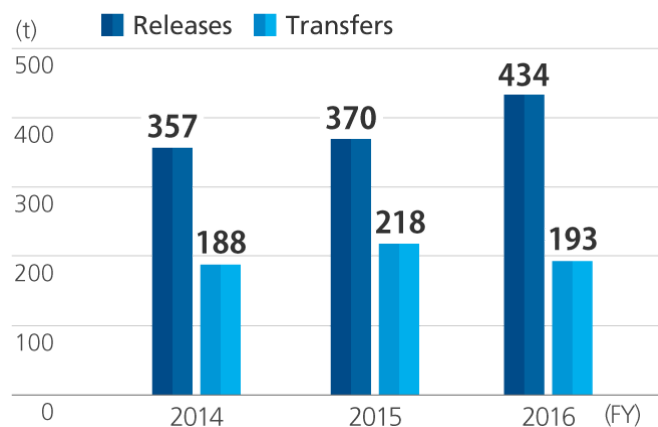
\* PRTR Law : Act on Confirmation, etc. of Release Amounts of Specific Chemical Substances in the Environment and Promotion of Improvements to the Management Thereof

## Amounts of PRTR Substances Handled

(Contain manganese, chromium, nickel, and lead as alloy substances)



## Amounts of PRTR Substances Released or Transferred



※Measurement Scope: UACJ (Nagoya, Fukui, Fukaya, Nikko), UACJ Color Aluminum Corporation, UACJ Extrusion Nagoya Corporation (Nagoya, Anjo), UACJ Extrusion Oyama Corporation, UACJ Extrusion Gunma Corporation, UACJ Extrusion Shiga Corporation, UACJ Foil Corporation (Isezaki, Shiga, Nogi), UACJ Foundry & Forging Corporation, UACJ Copper Tube Corporation.

## Handling, Releases, and Transfers of PRTR Substances (Fiscal 2016)

No.	Substance	Amount Used (kg)	Amount Released (kg)	Amount Transferred (kg)
412	Manganese and its inorganic compounds	2,633,004	0	21,000
300	Toluene	644,802	166,510	54,754



No.	Substance	Amount Used (kg)	Amount Released (kg)	Amount Transferred (kg)
296	1,2,4-trimethyl benzene	220,721	110,260	7,590
87	Chromium and chromium(III) compounds	213,494	0	20,804
80	Xylene	206,447	15,268	2,971
273	1-dodecanol	144,466	75,580	46,735
53	Ethyl benzene	72,834	6,748	870
374	Hydrogen fluoride and its water-soluble salts	596,898	1,750	15,750
71	Ferric chlorides	47,745	0	0
297	1,3,5-trimethylbenzene	46,761	33,587	1,977
308	Nickel	30,688	0	0
88	Hexavalent chromium and its compounds	29,153	0	0
302	Naphthalin	6,715	155	21
304	Lead	5,555	0	0
438	Methylnaphthalene	4,716	24	0
407	Polyoxyethylene = alkylether	4,322	4,279	0
133	Ethylene glycol monoethyl ether acetate	3,974	61	0
245	Thiourea	3,355	0	0
392	n-hexane	3,269	527	535
207	2,6-Di-tert-butyl-4-cresol	3,250	0	3,250
57	Ethylene glycol monoethyl ether	2,952	998	1,954

No.	Substance	Amount Used (kg)	Amount Released (kg)	Amount Transferred (kg)
134	Vinyl acetate	1,377	81	21
321	Vanadium compounds	1,042	24	100
309	Nickel compounds	1,015	232	726
	Total	4,451,053	296,085	189,059

Measurement Scope : UACJ (Nagoya, Fukui, Fukaya, Nikko), UACJ Color Aluminum Corporation, UACJ Extrusion Nagoya Corporation (Nagoya, Anjo), UACJ Extrusion Oyama Corporation, UACJ Extrusion Gunma Corporation, UACJ Extrusion Shiga Corporation, UACJ Foil Corporation (Isezaki, Shiga, Nogi), UACJ Foundry & Forging Corporation, UACJ Copper Tube Corporation.

## Reducing VOC Releases

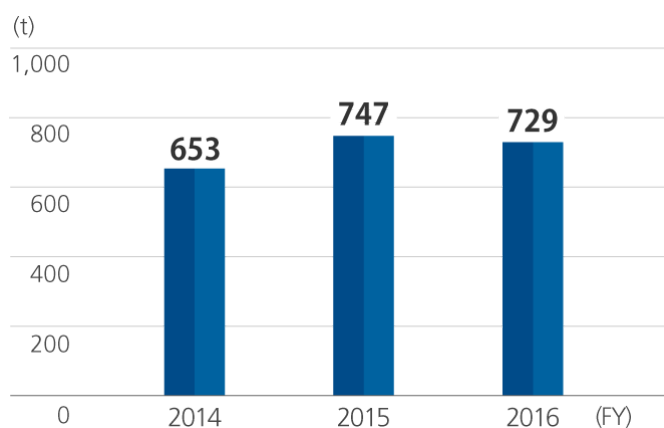
Having targeted for reduction substances such as toluene, xylene, ethyl benzene, and 1,3,5-trimethylbenzene, the UACJ Group is cutting releases of these VOCs (Volatile Organic Compounds) into the air. As one example, the cleaning solution we use for the finishing of sheet products is being replaced with one that has very low levels of the VOCs targeted for reduction.

## Prevention of Air Pollution

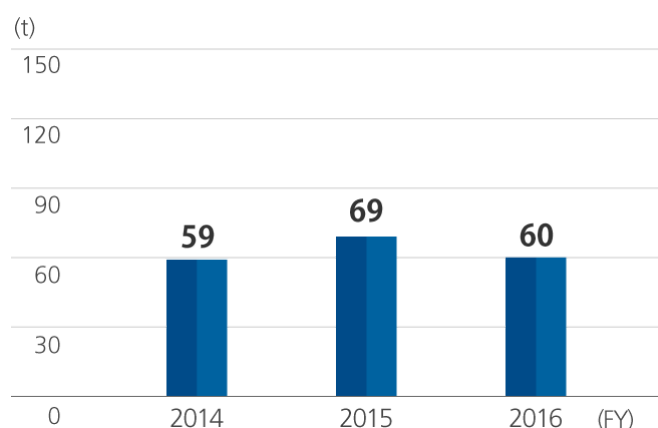
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The UACJ Group is working to reduce its emissions of air pollutants by keeping plant facilities in top working condition and converting from heavy oil to LNG as a fuel. At present, our efforts are succeeding in keeping SOx and NOx emissions at low levels.

### NOx Emissions



### SOx Emissions



Measurement Scope: UACJ (Nagoya, Fukui, Fukaya, Nikko), UACJ Extrusion Oyama Corporation.

## Control of PCBs

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The UACJ Group, in accordance with the Law Concerning Special Measures Against PCB (Polychlorinated biphenyl) Waste, accounts for PCB-containing equipment for each of its plants, submits reports to supervisory authorities, and properly stores and manages these items. We also conduct surveys of fluorescent lamp ballasts and other small electrical devices and electrical devices suspected of containing small amounts of PCBs, and properly manage those exceeding standards.

To steadily and properly render PCB-containing equipment harmless, we have commissioned the Japan Environmental Safety Corporation to perform this work. We use certified processors as necessary to handle small amounts of PCB-contaminated oil. And we are updating our plans for completing the proper disposal of items with high concentrations of PCBs ahead of the deadline established by the amended Law Concerning Special Measures Against PCB Waste, which took effect in August 2016.

## Addressing the Problem of Asbestos

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The UACJ Group has carried out a study of its historical and current usage of asbestos in products, plant buildings, equipment and fixtures. At present, we are not using asbestos in products and have never sold products containing asbestos.

As for our plant buildings, to a very limited extent, we have used spray-on asbestos, which entails a high risk of dispersion into the air, and have been working to remove it since fiscal 2004. For spray-on asbestos that was used at UACJ Foil Corporation's Nogi Mill and at UACJ Copper Tube Corporation and is still in place, we have completed containment work and confirmed that no asbestos is being dispersed into the air.

Regarding equipment and fixtures, we have already completed the replacement of items for which there was a risk of asbestos dispersion. Equipment and fixtures with a small risk of asbestos dispersion are being replaced when regular inspections are due and on other occasions, as well.

## Measures to Control Dioxins

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For its aluminum melting furnaces that qualify as designated dioxin-emitting facilities under the Law concerning Special Measures against Dioxins, the UACJ Group has implemented management that lowers dioxin concentrations in exhaust gases to levels below the regulatory standard.

More specifically, we prevent the development of dioxins by strictly managing the volume of combustion air for the subject aluminum melting furnaces and closely controlling the materials put into them.

In addition, we annually measure levels of dioxins for subject aluminum melting furnaces, as required by law, and report results to the government. All of our measurements of dioxins for fiscal 2016 came in below regulatory standards for the 24 facilities covered by air pollution regulations and the 2 facilities covered by water pollution regulations.

## Prevention of Water Pollution

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With the partial revision of the Water Pollution Prevention Act, promulgated in June 2012, reporting of information on storage facilities, piping, etc. used for harmful substances and compliance with standards set for structures became mandatory.

At the UACJ Group, all necessary reports were prepared at individual business locations by the May 31, 2015 end of the deferment period.

## Prevention of Soil and Groundwater Contamination

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UACJ Extrusion Oyama Corporation and UACJ Color Aluminum Corporation, as responses to past incidents of soil and groundwater contamination, have implemented continuous purification of contaminated groundwater. Regular confirmations of the effectiveness of these measures have determined that contamination levels are falling.

### Measures to Deal with Soil and Groundwater Contamination

Business Location	Period	Contaminant	Response
UACJ Extrusion Oyama Corporation	Since fiscal 1999	Tetrachloroethylene	Soil replacement, water extraction and purification
UACJ Color Aluminum Corporation	Since fiscal 2004	hexavalent chromium, fluorine	Soil replacement, water extraction and purification

For information on the management of chemical substances included in products, please refer to the section titled, "Environmental Consideration in Products."

## Basic Approach

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The recoverable reserves of aluminum, the primary raw material used by the UACJ Group, are in greater abundance, and will be recoverable for a longer period, than those of other metals. We still believe, however, that promoting recycling and reuse is important for passing resources on to future generations. In addition to conventional waste recycling, therefore, we are also vigorously supporting closed recycling\* for items such as aluminum cans and printing plates, and striving to reduce waste. In pursuit of our environmental objective of realizing a recycling-oriented society, we will work continuously to reduce our generation of industrial waste per unit of production and achieve zero emissions.

\* Closed recycling is the recycling of aluminum used in a specific type of product into raw material to produce the same type of product.

## Fiscal 2016 Results

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The UACJ Group is moving forward with efforts to reduce industrial waste and pursuing activities aimed at achieving zero emissions.

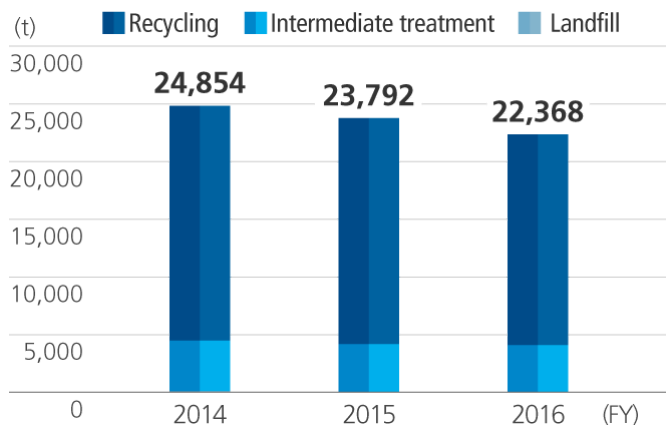
For us, “zero emissions” means that direct landfill waste comprises less than 1% of all industrial waste generated. For fiscal 2016, we achieved zero emissions with a direct landfill waste ratio of 0.08%. Going forward, we will work to maintain zero emissions by separating industrial waste and recycling.

In fiscal 2016, the total amount of industrial waste generated at our principal business locations fell by 9.9% compared to fiscal 2015. This result is attributed to an increase in production volume. Going forward, we will continue to reduce industrial waste, recycle, and turn waste into substances of value.

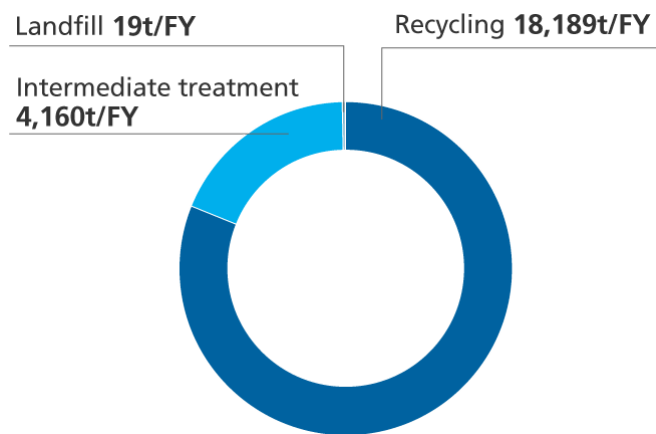
## Industrial Waste Subcommittee

At UACJ, the Industrial Waste Subcommittee has been established mainly with representatives of business locations generating significant amounts of industrial waste. The subcommittee meets regularly to promote reductions and proper processing of industrial waste by establishing a common understanding of separation and processing information, and by examining and promoting improvements in separation practices, and establishing a common understanding of reduction measures, at individual business locations.

### Amounts of Industrial Waste Generated



### Breakdown of Waste by Handling Approach (FY 2016)



Measurement Scope: UACJ Group business locations in Japan

### Waste Amounts by Type and Main Post-Recycling Application (FY 2016)

Waste Type	Amount Generated (t)	Recycling Rate (%)	Main Post-Recycling Application
Sludge	10347	86	Raw material for cement
Waste oil	2670	93	Fuel
Wood waste	2543	95	Fuel, fertilizer
Slag	1565	100	Roadbed material
Waste plastic	1419	37	Fuel

## Industrial Waste Reduction Examples (Fiscal 2016 Activities)

Business Location	Theme	reduction (t/yr.)
UACJ Foil Corporation, Nogi Works	Reduction of grinding fluid usage through recycling	42
Fukui Works	Recycling of waste paper tubes	27
UACJ Foil Corporation, Isezaki Works	Recycling of wooden pallets	10
Multiple business locations	Promotion of reuse of wooden pallets and skids	-
	Recycling of waste oil and waste ink	
	Recycling of metal waste	
	Recycling of wastepaper	
	Implement a purchase and recycling program for waste plastic	

## Promoting Recycling of Aluminum Cans

Aluminum is light-weight, does not rust, conveys heat well, and is highly recyclable<sup>\*1</sup>. Given the outstanding qualities of the metal from which they are made, aluminum cans are recycled at a rate<sup>\*2</sup> of 90% (fiscal 2016). By having each of its works purchase used aluminum cans, the UACJ Group is supporting aluminum can recycling activities and contributing to the creation of a recycling-oriented society.

\*1 Recycling aluminum requires only about 3% of the amount of energy needed to produce new aluminum from bauxite.

\*2 Aluminum cans collected and recycled in Japan (including for export purposes) as a percent of all aluminum cans purchased by consumers in Japan.

## Effective Use of Water Resources

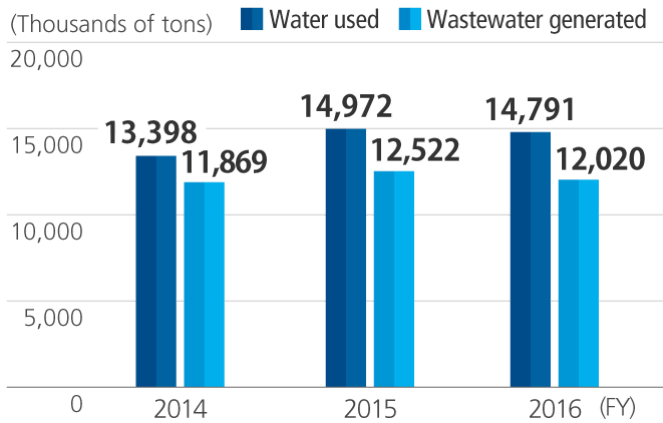
Approximately 70% of the earth's surface is covered by water, but only about 0.01% of all of the earth's water is fresh water - water that can be easily used by humans.



From a global perspective, these precious freshwater resources are recyclable. With uneven distribution, however, there are already countries and regions facing serious risks of water shortages.

The UACJ Group strives to use and manage water resources effectively based on its keen awareness of these circumstances. Each of our business locations tracks its water usage by water source, and manages wastewater discharges by the waterway into which the discharges are made. Data on our water usage has been tallied and is included in the material balance information presented in the Business Activities and Environmental Impacts section.

### Volumes of Water Used and Wastewater Generated



# Environmental Consideration in Products

## Improvement Objectives

The UACJ Group, is contributing to the realization of a low-carbon, recycling-oriented society by working to improve the performance of aluminum materials.

To illustrate, when we develop, and a customer in the business of manufacturing transportation equipment adopts, an aluminum material that offers the same performance as previous materials but with less weight, we have contributed to improved fuel economy and, thereby, a reduction in carbon emissions.

The UACJ Group, in response to customers' desires, is developing or improving products in ways that emphasize environmental considerations.

Product Development and Improvement	Contributions that Benefit the Environment and Society
Development and application of aluminum can materials with outstanding recyclability	Making lighter-weight cans that save resources and reduce costs
Development and application of high-performance heat exchanger tubes	Improving performance of heat exchangers to reduce equipment sizes and save resources
Development and improvement of aluminum materials for car air conditioners compatible with the European requirement to use CO <sub>2</sub> as a refrigerant	Making lighter-weight vehicle bodies that save resources and improve fuel economy Fighting global warming by adopting CO <sub>2</sub> as a refrigerant
Development and improvement of aluminum materials for hybrid automobiles	Making lighter-weight vehicle bodies that save resources and improve fuel economy

Two-thirds of the materials used to make aluminum cans in Japan (in fiscal 2016, 22.2 billion cans weighing approximately 330,000 tons) are made by UACJ. As the top manufacturer, we believe it is our responsibility to promote the recycling of aluminum cans, and we do so actively.

Furthermore, we are rationalizing our use of packing materials for the delivery of products, and recovering and reusing them in conjunction with our rationalization of our logistics.

# Control of Chemical Substances included in Products

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The UACJ Group is strict in its exercise of proper controls over designated chemical substances included in products. In response to changes in domestic and overseas environmental laws (e.g. The addition of the EU's REACH<sup>\*1</sup> regulation), we revise our chemical substance management standards and common procurement documentation, and take other necessary steps.

We also devote significant effort to the registration of SDSs (Safety Data Sheets<sup>\*2</sup>) and to the improvement of our browsing cabinet.

\*1 REACH regulation: Registration, Evaluation, Authorization and Restriction of CHemicals

\*2 SDS: Safety Data Sheet: Products containing chemical substances designated by the Poisonous and Deleterious Substances Control Act, Industrial Safety and Health Law, and the Pollutant Release and Transfer Register Law at percentages greater than specified in these laws must be accompanied by a Safety Data Sheet with the required information when they are transferred or provided from one commercial party to another.

## REACH Regulation Initiatives

The UACJ Group, though it is not required to be registered under the REACH regulation, examines all of its products to determine whether they include an SVHC (Substance of Very High Concern) specified in the REACH regulation and informs customers of any products that do.

If substances are newly designated as SVHCs, and we determine that they are included in our products, we will swiftly provide customers with the relevant information.

## Environmental Quality Management System Certifications by Customers

At its business locations required to have specified supplier certifications, the UACJ Group emphasizes the practice of chemical substance management that satisfies customer standards, and undergoes environmental quality management system certifications by customers. Going forward, we will continue to practice management that enables proper responses to customer demands.

## **| Communicating Information on Chemical Substances in Products**

Raw material manufacturers provide UACJ with information on the chemical substance content of their products, and UACJ has established a management system that allows it to properly communicate this information to its own customers.

Information on chemical substances is provided, with the cooperation of the Quality Assurance and Environmental Management departments, in industry-specific formats, depending on the customer request.

[Examples of Information Provision Formats]

- SDS (Safety Data Sheet) \* Provision of GHS (Globally Harmonized System of Classification and Labeling of Chemicals)-compliant content
- JAMP (Joint Article Management Promotion consortium) AIS (Article Information Sheet)
- JAMA (Japan Automobile Manufacturers Association) JAMA Sheet

UACJ also issues customer requested certifications that certain substances have not been used in production or are not contained in a product.

## **| Conversion to Low-Environmental-Impact Raw Materials**

The UACJ Group is striving to use low-environmental-impact raw materials. For the raw materials that, as in the case of free-cutting alloys, include lead or other metallic elements that are covered by EU directives, we are working with customers to switch to materials that do not include controlled substances. Switching to low-environmental-impact raw materials is important and we will continue with this effort going forward.

We have also taken action regarding cleaning solutions for the finishing of sheet and extruded products. In the past, we used chlorine-based organic solvents, which are designated substances under the PRTR Law. However, given multiple instances of groundwater contamination with these substances across Japan, we ceased using chlorine-based organic solvents in the final cleaning processes at all of our business locations.

The paints used on aluminum can materials and colored aluminum are another area in which we are taking action. Oil-based products had been the most commonly used paints for these products, but have now been largely replaced with water-based paints, which are said to have low environmental impact. The Group is promoting the use of water-based paints by recommending them to customers and working with customers to test their use.

## Editorial Policy

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Results of the UACJ Group's fiscal 2015 CSR activities are reported on this website. In preparing this information, we referred to the Global Reporting Initiative's (GRI) G4 Sustainability Reporting Guidelines.

## Report Scope

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In principle, this report covers UACJ Corporation and the following affiliates in Japan, which are referred to as the UACJ Group. In some cases, a different report scope has been used and each is indicated by an accompanying note.

### **【Affiliates in Japan】**

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UACJ Color Aluminum、 UACJ Fukaya Service、 UACJ Nagoya Alupack、 Sansen  
UACJ Extrusion、 UACJ Extrusion Nagoya、 UACJ Extrusion Oyama、 UACJ Extrusion Shiga  
UACJ Extrusion Gunma  
UACJ Foil, Nikkin, UACJ Foil Sangyo, UACJ Foil Service  
UACJ Foundry & Forging, Higashi Nihon Tanzo  
UACJ Metal Components, Nalco Iwai, Nalco Ena, Nalco Koriyama, NIKKEI KAKOH  
UACJ Copper Tube, UACJ Copper Tube Sales, Toyo Fitting, UACJ Copper Tube Packaging  
UACJ Trading, Izumi Metal, Metal Cut, ACE21, Kamakura Industry, SK Corporation\*  
UACJ Logistics, UACJ System, UACJ Green-net

\* UACJ Metal Components was merged into UACJ on April 1, 2016.

At the same time, Nalco Iwai, NIKKEI KAKOH, and Nalco Ena were merged into a single entity that was given the name UACJ Metal Components.

## **Report Period**

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Fiscal 2016 (April 1, 2016 to March 31, 2017)

To aid understanding, data and information on earlier periods are included with that for fiscal 2016 in some cases.

Publication date: December 22, 2017 (annual publication)

Inquiries: General Affairs Department of UACJ Corporation

## **Projections, Forecasts, and Plans**

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This website includes not only material addressing the UACJ Group's past and present but also projections, forecasts, and plans. Material concerning the future is based on information available as of the time this report was prepared and involves uncertainty.

Future outcomes of business activities, and future events, may differ from the projections, forecasts, and plans included in the content of this site, which should be read with this understanding in mind.

The UACJ Group and those affiliated with it bear no responsibility whatsoever for future outcomes or events that differ from projections, forecasts, and plans.