



/ Initiatives for Society

Basic Approach

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.

Fiscal 2015 Social Objectives and Results

	Fiscal 2015 Objectives	Fiscal 2015 Results	Assessment	Fiscal 2016 Objectives
Quality and Customer Satisfaction	Zero major quality problems	38% year-on-year reduction	△	Zero major quality problems
	10% or greater year-on-year reduction in complaints (both those involving claims for damages those that do not)	21% year-on-year reduction	○	10% or greater year-on-year reduction in complaints (both those involving claims for damages those that do not)
Human Resource Development and Diversity	Promote diversity in hiring	Hired two new college graduates from outside Japan Rehired 215 people who had reached the mandatory retirement age	○	Promote diversity in hiring
	Develop and implement career support measures for women	Developed UACJ's first General Employer Action Plan Hired 6 women among a total of 19 new graduate hires	○	Hire women at the rate of 40% of new graduate hires across all positions, and 10% of new graduate hires for technical positions Increase female participation in management by 40% compared to the figure for the end of fiscal 2015

	Fiscal 2015 Objectives	Fiscal 2015 Results	Assessment	Fiscal 2016 Objectives
	Strengthen technology development, frontline execution, and workforce capabilities for the Group as a whole	<p>Conducted a total of 36 seminars of 11 types, for 631 participants</p> <p>Had 736 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	Strengthen 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>	○	Strengthen activities aimed at eliminating workplace accidents
	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	<p>Implemented a work-time management system to accurately record and confirm working hours</p>	○	Adjust working hours to appropriate levels

Looking to 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

Underpinning the UACJ Group's global business activities, and leading its creation of value, are none other than the people who work here. At every one of our locations worldwide, we pay special attention to creating environments where individual employees can work with vigor, and fully exercise their drive and capabilities. The development of employees who can carry UACJ's style of manufacturing into the future is one of our highest priorities.

Amid constant social change, we believe a diverse workforce will be a critical resource for our businesses going forward. Toward that end, we have put together systems that enable us to promote more women into management positions, hire more people from outside Japan, rehire veteran employees who have reached the mandatory retirement age, and draw on the capabilities of diverse human resources in other ways, as well. We are committed to doing all of these things and to implementing the action plan we developed in fiscal 2015 based on the Act to Advance Women's Success in Their Working Life, as we also work as a Group to ensure that all of our workplace environments are safe.

Our duties as a manufacturer also include diligence in product safety and quality control. Accordingly, we work to provide customers with stable supplies of products we can stand behind, and equip our overseas locations with quality control technology and know-how we develop in Japan, to earn the highest levels of credibility in a global market.



Executive Officer
Yukihiro Kuwamoto

/ Relationships with Customers

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

Basic Policies on Quality

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 throughout the UACJ Group. The Quality Committee discusses and reports on the status of quality, significant problems, and other quality-related matters of importance for the Group.

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 2015, quality objectives and priorities were clearly stated under the slogan, “Strengthen our foundations of quality to create a leading corporate group with world-class competitiveness,” and measures for improving quality were undertaken.

Fiscal 2015 Quality Objectives

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

- Identify the fundamental causes of quality problems, take corrective measures, and prevent recurrences through SDCA (Standardize-Do-Check-Action) practices.
- Identify customer needs and increase customer satisfaction by responding to them swiftly.
- Develop human resources whose primary job is to manage quality.
- Promote quality management for the smooth transfer of control of products.

Through focused action on these key objectives, the UACJ Group as a whole achieved a 38% reduction in major quality problems and a 21% reduction in complaints (both those involving claims for damages and those that did not).

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 2015 results, we decided to carry forward with the same quality objectives in fiscal 2016 under the slogan, “Elevate quality from the bottom up 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 2015 Quality Objectives

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

- 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

Obtaining International Certifications for Quality Management Systems

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.”

We gather customer feedback on product quality, packaging and shipping, quality control, technology development, delivery timing, and sales conduct. We then carefully analyze this feedback, and reflect what we learn in improvement activities, while also actively pursuing new product development.

Customer feedback is also gained through events we organize to communicate directly with customers and is used to improve quality, delivery times, and product development.

Addressing Complaints

For fiscal 2015, 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 2016, 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	Remarks
Osaka Gas Co., Ltd. Award for Quality Excellence (November 2014)	UACJ Copper Tube Corporation	Received for the 9th consecutive year for quality of underfloor heating panels
Toyota motor Corporation Award for cost improvement excellence Letter of gratitude for quality control (February 2015)	UACJ	
Fuji Xerox Co., Ltd. Premium Partner (April 2015)	UACJ Extrusion Corporation, UACJ Trading Corporation	3 rd consecutive year
Toyota Motor Kyushu, Inc. Lexus Silver Award (May 2015)	UACJ	For achievement of quality targets for aluminum to be used in automobile body sheets

Awards Received from Outside Organizations

Award	Award Description	Recipient	Remarks
<p>Japan Aluminum Association Association Award (Development Award) (May 2015)</p>	<p>For development of material for pre-coated fins with outstanding defrosting performance.</p>	<p>NALCO (Thailand) Co., Ltd. UACJ MH (Thailand) Co., Ltd.</p>	<p>Development participants included Mikine Sasasaki (R&D Center); Kai Kido, Naotaka Fukuda (Nagoya Works); Tetsuya Yamada (NALCO (Thailand)); Minami Takahashi (UACJ MH (Thailand))</p>
<p>The Japan Institute of Light Metals JILM Medal (May 2015)</p>	<p>The highest honor bestowed by the Japan Institute of Light Metals, this award is presented in recognition of outstanding contributions to the advancement of scholarship or technology related to light metals.</p>	<p>UACJ Corporation</p>	<p>Presented to Hideo Yoshida(R&D Center)</p>
<p>The Japan Institute of Light Metals Takahashi Award (November 2015)</p>	<p>In recognition of meritorious skill, backed by a wealth (15-plus years) of melting and casting experience, that has contributed to the advancement of light metal cast and die-cast products, and related industrial technology. Presented also to melting and casting craftsmen working with secondary alloys and recycled-metals.</p>	<p>UACJ Corporation</p>	<p>Presented to Tatsuyoshi Shinosaki of the Fukaya Works</p>

Award	Award Description	Recipient	Remarks
<p>The Japan Institute of Light Metals Light Metal Encouragement Prize (November 2015)</p>	<p>Presented to individuals the Japan Institute of Light Metals anticipates will achieve excellence in terms of providing an outstanding framework for the advancement of academic research, and the development of technology, in the field of light metals.</p>	<p>UACJ Corporation</p>	<p>Presented to Mineo Asano of the R&D Center</p>
<p>The Japan Institute of Light Metals Light Metal Encouragement Prize (November 2015)</p>	<p>Presented to up-and-coming researchers and engineers the Japan Institute of Light Metals anticipates will make great contributions, with results outstanding in terms of creativity and seminality in the areas of light metal scholarship or industry.</p>	<p>UACJ Corporation</p>	<p>Presented to Yusuke Yamamoto of the R&D Center</p>

Dissemination of Information on New Products and Technologies

| Publication of a Technology and Research Journal

The inaugural edition of UACJ Technical Reports, a publication carrying on from the technical and research journals published by Furukawa-Sky and Sumitomo Light Metal Industries until their merger, was issued in March 2015. The second edition was published in September of the same year.

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

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

| 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.

In fiscal 2015, employees working in procurement at our headquarters and each of our works participated in external workshops and then reviewed their procurement practices to ensure compliance with Japan's Subcontract Act.

In fiscal 2016, we will begin to hold internal workshops on compliance with the Subcontract Act at individual UACJ and Group company business locations.

| 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

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

Communication with Investors

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 2015, 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 an investors-only tour of the Nagoya Works in November 2015. The tour was organized to provide individual investors with a better understanding of the UACJ Group and aluminum as a raw material. For fiscal 2016, tours are planned to take place again at the Nagoya Works and at the Fukui Works, as well. 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 twice a year to both shareholders and other investors. The UACJ Group issues shareholder communications twice a year. Our ongoing efforts to enhance disclosure content 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 2015, Nikko Investor Relations Co. Ltd. ranked it the sixth best out of all listed companies, for thoroughness of content. Other outside organizations, too, have expressed praise for our investor relations activities.

Dividend Policy

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 2016, we paid total dividends of 6 yen per share.

Relationships with Local Communities

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

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

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

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 community beautification efforts by conducting cleanups of the area surrounding its site. Roughly 60 employees, consisting mainly of supervisors, participate in each of these semiannual (April and September) events.

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 2015, these cleanup activities were held on four occasions – in June, September, December, and March – with a total of 500 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 2015, a total of 98 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.

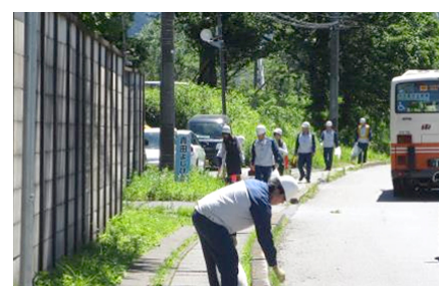
※ACE21, UACJ Logistics, UACJ Fukaya Service, NIKKEI KAKOH, UACJ System, UACJ Green-net



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

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 2015.



Cleaning up near the Nikko works

| UACJ Copper Tube Corporation

UACJ Copper Tube holds cleanup activities in the areas around its 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.



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

In fiscal 2015, the city held its Cleanup Days in May and September, and UACJ Copper Tube Corporation and UACJ Copper Tube Packaging Corporation employees, numbering 30 in total, joined in the collection of non-burnable and burnable waste.

| 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 2015, a total of 42 employees participated in the cleanup of the Watarase Yusuichi recreation area, the cleanup following the Oyama fireworks event, and the Furusato cleanup event in Omoigawa. These annual events take place in April, July, and October, respectively.

| UACJ Extrusion Gunma Corporation

UACJ Extrusion Gunma Corporation conducts cleanup activities around its plant. In the fiscal 2015 activities, conducted in April and September, employees collected waste discarded along the public roads and water channels in areas near the plant.



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 2015 to remove litter and empty cans from around Lake Biwa.

In fiscal 2015, 9 employees participated in this annual event.

Another event, a fishing tournament held in May 2015 to remove invasive species from the lake and raise awareness of the need to maintain the lake's ecosystem, was joined in by 6 employees.



Fishing Tournament to Remove Invasive Species from Lake Biwa



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 June 2015, 13 volunteers including employees of the Nogi Works and business partners with staff on site joined in this event.



UACJ Foil Corporation, Isezaki Works

Between 10 and 20 employees of UACJ Foil Corporation's Isezaki Works, mainly fiscal 2015 new hires, joined in a cleanup of a water channel on the south side of the works. Beautification activities are used by the works to enhance employee awareness of its coexistence with the local community.



| 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 1, 2015, 31 volunteers collected 14.5 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.

| 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

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 education and training inside and outside Japan in other ways as well.

| 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

To help local residents deepen their understanding of the UACJ Group's business activities, the Fukui Works conducts plant tours. In fiscal 2015, 200 residents, in 11 separate groups, observed manufacturing processes, environmental protection measures, and other aspects of the plant. The Fukui Works also offers internships, giving students a place to learn something about building careers and lives, and begin thinking about their futures and work they may want to pursue.

| Fukaya Works

Since fiscal 2013, the Fukaya Works has been holding plant tours in cooperation with the Super Science High School (SSH) project Japan's Ministry of Education, Culture, Sports, Science and Technology is conducting to develop people who will be capable of participating at an international level in science and technology in the future. In the August 2015 plant tour, 13 students from Kumagaya High School viewed the casting furnace, rolling mill, and other gigantic pieces of equipment inside the works, and experienced the operation of cutting-edge testing equipment in the R&D facility.



Fukaya Works plant tour held in cooperation with the SSH project

| 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 Copper Tube Corporation

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

In fiscal 2015, two students from Toyokawa Technical High School were welcomed for three days, October 20-22. During the program, the students were allowed to engage in primary and secondary tasks in the production and technology departments to experience the process of working to achieve particular objectives. It is hoped that this experience will help the students to develop a deeper appreciation for the meaning of studying at school and working at a company and in society.

| Nalco Iwai, Shiga Works

The Shiga Works of Nalco Iwai 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 16 teachers in total. From May through July of fiscal 2015, 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.

| Nalco Koriyama Co., Ltd.

Nalco Koriyama Co., Ltd. offers internships to students from Koriyama Kita Kogyo High School. In fiscal 2015, 3 second-year students from the school's machinery program participated in the three-day internship, which included classes on safety and how to read technical diagrams, and hands-on experience in performing light-duty work. Separately, the company welcomed 40 first-year students from the same high school's machinery program for a plant tour.

| ACE21 Nara Center

ACE21 Nara Center participates in the experiential learning education program of the nearby Shikige Junior High School. In fiscal 2015, the center took great pride in guiding 2 students through 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 2015, the company accepted two special education students for the program. With the help of detailed discussions with the school, and proper attention paid to safety during the program, the students accepted for the program completed it with flying colors.

Disaster Response Support for Communities

| 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. The fourth drill was held in September 2015 with participation by roughly 400 people, including 50 from the Nagoya Works and 350 from 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.

Other Forms of Communication

| 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

Since 2007, the Fukaya Works has been making contributions to programs that assist disabled people.

These contributions are overseen by the UACJ Shogai Fukushi Kikin. Together with funds donated by six Group companies (ACE21 Corporation, UACJ Logistics Corporation, NIKKEI KAKOH CO., LTD., UACJ Fukaya Service Corporation, UACJ System Corporation, and UACJ Green-net Corporation) in the Fukaya region, 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.

| 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 Copper Tube Corporation)

| UACJ Copper Tube Corporation

As part of its efforts to support people with learning disabilities, UACJ Copper Tube Corporation began in April 2013 to allow Smile, an organization supporting people with learning difficulties, to sell its baked goods within the company every Wednesday, excluding holidays. The popularity of these items means it takes only about 15 minutes for the organization to sell all 150 items it brings.

The company also outsources the sorting of waste items to Smile and Kusei 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. In fiscal 2015, nearby Sano City presented the company with an award recognizing its contributions to local industrial development.



Sano City award for contributions to local industrial development

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, 2015, attracted roughly 500 visitors, including local residents. Following an opening address by the mayor of Koriyama, the festival commenced with games, live taiko drum and balloon art performances, and other attractions visitors thoroughly enjoyed.



Staff dressed in happi serving visitors to the summer festival at Nishibu Dai-ni Industrial Park (Nalco Koriyama Co., Ltd.)

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 (Parent company)

	2014		2015	
Employees	2,668	(265)	2,707	(286)
Men	2,448	(242)	2,489	(262)
Women	220	(23)	218	(24)
Average age	40.1		40.4	
Average years of continuous service	17		17.5	
New hires (excluding temporary transfers)	46		129	
Men	44		127	
Women	2		2	
Employee turnover rate	4.9%		5.5%	
(Voluntary resignations)	1.2%		1.6%	

* 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)

	2014		2015	
Group employees (consolidated)	8,556	(895)	8,881	(920)
Men	7,092	(720)	7,375	(743)
Women	1,464	(175)	1,506	(177)
By Region				
Japan	5,998	(863)	6,033	(898)
Asia	1,913	(27)	2,120	(18)
Americas	463	(5)	549	(4)
Europe, other	182	(0)	179	(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 these points 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 2016, our hiring of new graduates included 19 people (13 men and 6 women) for staff positions, and 19 (19 men) for skilled labor positions. We are also actively hiring people from other countries, and have brought six 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 19 new college graduates, including 6 women, in fiscal 2016. Women accounted for 75% of the administrative positions filled and 20% of technical positions. Regarding the number of women in management positions, there were 74 female managers across the entire UACJ Group as of the end of fiscal 2015 (March 31, 2016). This reflects an increase of 4* 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.

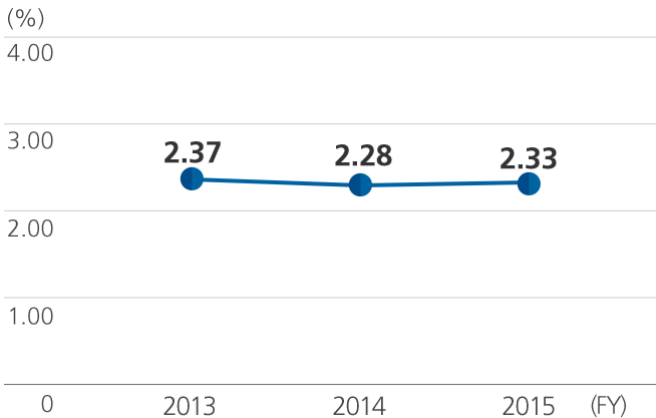
* Includes Group companies that are not consolidated subsidiaries.

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. As of June 1, 2016, people with disabilities comprised 2.44%* of UACJ's workforce, more than the legally mandated 2.0%.

* Calculation of this rate is based on employment data for UACJ, UACJ Foil Corporation (a UACJ subsidiary), and UACJ Green-net Corporation

Employment Rate for People with Disabilities



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 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

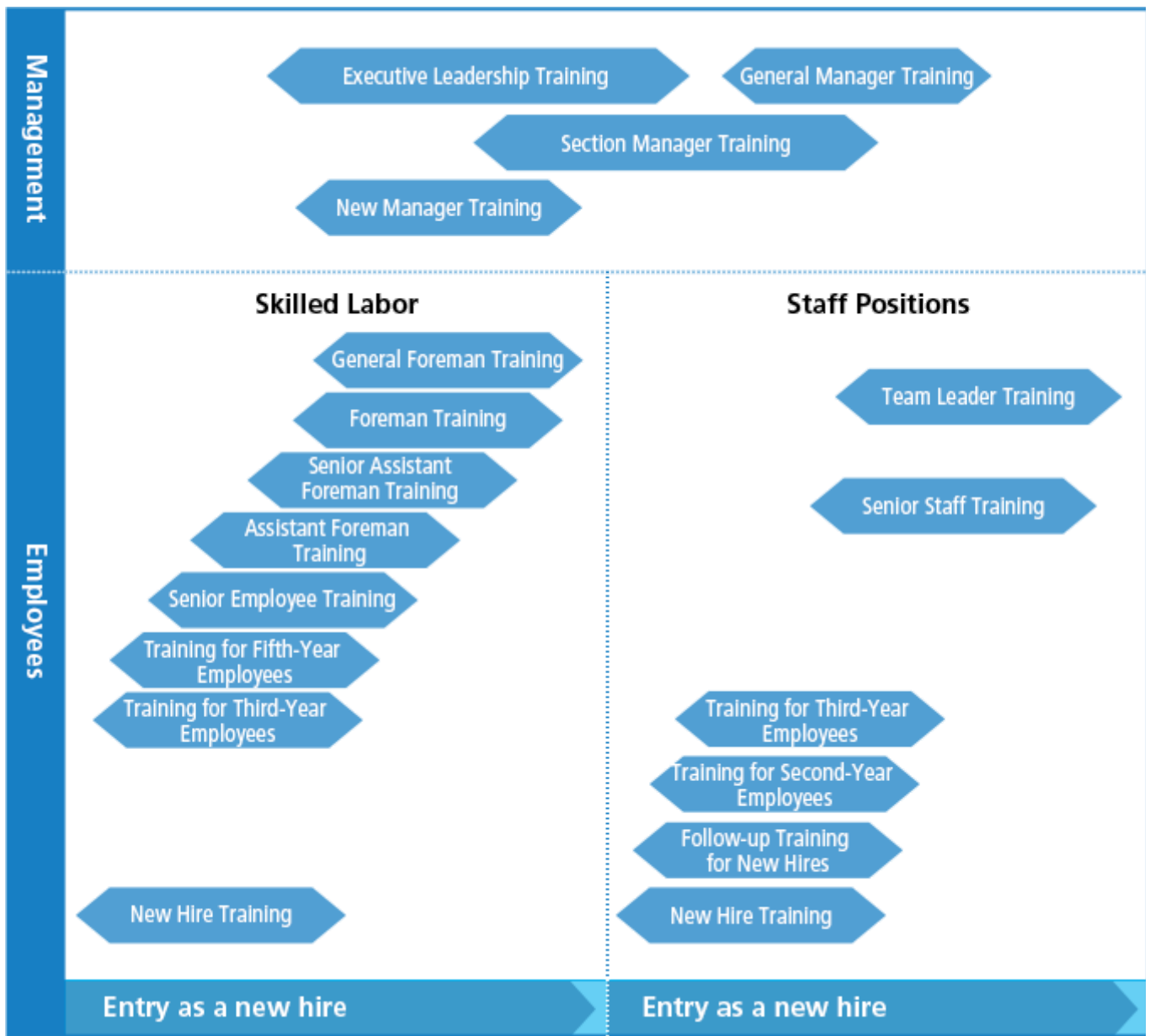
The UACJ Group's Human Resources Development mainly uses the Human Resources Development Center in Nagoya Works to conduct job-level training and seminars.

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, new-hire training, second-year training, and third-year training are conducted for all employees under a system that constantly monitors employees through their first three years. 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 new-hire training, third-year training, and fifth-year training for all employees under a system that constantly monitors employees through their first five years. Employees in their sixth year of service attend senior employee, assistant foreman, senior assistant foreman, foreman, general foreman, and other training required depending on job level.



Fiscal 2015 Job-Level Training Participation

	UACJ	Affiliates	Total
Management	68	74	142
Staff	106	44	150
Skilled Labor	212	232	444
Total	386	350	736

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 2015, we held seminars in areas such as improving leadership skills, instructor development, and the 5S approach to workplace organization. A business communication seminar was also conducted to better equip employees for working in a global environment.

In fiscal 2015, we conducted a total of 36 seminars of 11 types, with participation by 631 employees in all.

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 have stocked our Human Resources Development Center with approximately 1,800 books that employees may borrow, and we issue a monthly newsletter that carries information on training activities, new additions to the library, and other information intended to promote employee interest in self-development.

Education Support for Group

The Human Resources Development Department supports the education and training of Group company employees by allowing them to participate in job-level training and seminars, and by providing guidance and other forms of on-site support.

In fiscal 2015, 10 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. Two employees participated in that inaugural program, and two more are now in the middle of the second iteration of the program, spanning the fiscal 2015-2016 period. We plan to continue with this program as a human resources development tool with a medium-term outlook.



Human Resources Development Center

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 two management training seminars in fiscal 2015, for approximately 60 participants in total, at affiliates in Thailand.

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. Similar initiatives are 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 other locations, as well.

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.

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 April 2015, 215 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 focus on the tasks at hand and properly meet responsibilities while at work, and have quality time off to be with their families, study topics of personal interest, enjoy hobbies, or do whatever else they would like. We believe our initiatives along these lines enhance workplace morale and give rise to new perspectives that in turn lead to imaginative products, technologies, and services. Ultimately, we think the benefits include development and growth for the UACJ Group and greater happiness for our employees and their families.

Support for Balancing Work and Family Responsibilities

Category	System	Description	No. of Employees Using (Fiscal 2015)
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)	8
	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)	2
	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
	Limitation on overtime work Accumulated leave	Leave may be taken for child care or to care for a sick child.	11
	Baby sitter assistance service	Babysitter services by providers arranged by the Company are available at reduced rates.	0

Category	System	Description	No. of Employees Using (Fiscal 2015)
	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	Working hours to be reduced for the amount of time needed on each occasion	0
	Nursing care leave	Same as legal requirement	0
	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	0
	Rehiring of former employees	Rehiring of employees who left to provide nursing care.	0
Other	Flex-time system	UACJ headquarters; branch offices; offices; and the Nagoya, Fukui, Fukaya, and Nikko works; and technical R&D centers	558
	Nursing care	Parents and spouses	0
	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

t UACJ, 85.7% of the women who took maternity leave in fiscal 2015 used the child-care leave system. As of fiscal 2015, 80% 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 2015, a total of eight employees – six women and two 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.

Child Care Leave Taken

Fiscal Year	Men	Women	Total
2014	1	8	9
2015	2	6	8

(%)

Fiscal Year	Percents of UACJ Employees Returning to Work Following Child-Care Leave	Percents of UACJ Employees Still on the Job After Three Years
2014	90%	100%
2015	80%	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.

UACJ Overtime Hours

(h)

Fiscal Year	Average Overtime Hours
2014	28.2
2015	31.6

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

* 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).

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

| 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

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.
7. We will work to develop and implement new safety and health methods and technologies.

| 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 at the Group level 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 affiliates. At the meeting held in January 2016, the Safety & Environment Department presented a report on 2015 activities, and then the committee discussed and approved directions to be taken in safety and health activities for fiscal 2016. President's Safety Awards for 2015 were presented to those business locations that experienced no accidents during the fiscal year.



President's Safety Award(Fukaya Works)



President's Safety Award(UACJ Copper Tube)

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 discusses the advancement of rule unification and implementation of safety measures 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 local Safety and Health Committee, which consists of even representation of workers and management.

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 UACJ Group, we hold annual liaison meetings of people in charge of safety and hygiene at affiliates.

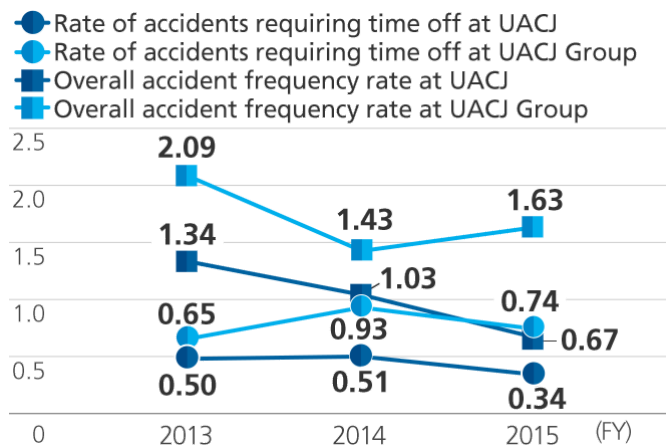
To achieve further enhancement going forward, we intend to improve the accuracy of internal audits.

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 UACJ Group came to 49 for fiscal 2011. Since then they have been trending downward, falling to 22 in fiscal 2015. The rate of accidents requiring time off from work came to 0.74, with an overall frequency rate of 1.63.

Workplace Accidents



※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).

※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.

The UACJ Group introduced uniform equipment safety standards in March 2015. Zones are being delineated based on these equipment safety standards, and thorough safety measures are 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, safety and health education is conducted as a part of job-level training. Key components include safety and health education, raising awareness of safety, and an enhanced experiential approach to sensing danger. Crane and forklift operation contests, for example, are regularly held to encourage employees to improve their skills in using this equipment.



Crane operation and slinging skill contest

For personnel in the position of guiding and managing others, 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.

Principal Safety and Health Awards

Award	Recipient	Description
Hiroshima Prefecture Labor Standards Association, Miyoshi Branch Safety and Health Award (May 2015)	NIKKEI KAKOH CO., LTD.	For safety and health initiatives and facilities
Japan Aluminum Association Excellent Labor Safety Work Place Prize for Excellence (May 2015)	UACJ Extrusion Gunma Corporation	For zero accidents over the past three years
Nara Labor Standards Association Labor Standards Association Individual Safety Award Award for Three Consecutive Zero- Accident Months (October, 2015)	ACE21 Nara Center	For continued zero-accident performance and contributions to the Regional Association for the Promotion of Industrial Safety and Health For zero accidents during June, July, and August
Japan Crane Association recognizing outstanding sling work by a crane operator (November 2015)	Nagoya Works	For outstanding sling work by crane operator
Japan Boiler Association recognizing outstanding boiler work by boiler engineers (November 2015)	Nagoya Works	For outstanding work by boiler engineers
Japan Industrial Safety & Health Association Award for Zero Workplace Accidents by a Small and Medium Enterprise (March 2016)	Nalco Koriyama Co., Ltd.	For 500 consecutive zero-accident days

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.

Given the understanding that early detection of symptoms is important for mental health care, we incorporate mental health care education, including prevention and early detection tips, in job-level training, so that all employees can have correct knowledge and understanding of this important topic.

In addition, for management, which plays a key organizational role in supervising and developing those who work under them, we systematically and continuously conduct education and training to strengthen mental health care measures. We also conduct self-care training for non-management employees in their 20s and 30s to help them maintain their mental and physical health, provide this group with information to facilitate prevention and care, and address mental health care from various other angles as well.

For early identification of those who are experiencing mental health issues, we conduct line (or workplace) care in which managers, in their daily activities, provide individual guidance and advice. When an employee is thought to have a mental health condition, the department in charge of mental health care is contacted and appropriate measures are taken without delay. 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. Measures to deal with summer heat have been a particular focus, and the installation of air conditioning and ventilation equipment is proceeding as planned.

Employee-Management Relationship

Until recently, UACJ employees belonged to labor unions originally organized at the two companies that merged to form UACJ. On October 13, 2015, however, the two unions merged to form the UACJ Labor Union. Employees of Group companies remain members of the unions formed at their companies. Relations between the labor unions and the companies where they have been organized are harmonious and healthy communications are maintained through regular meetings. In April 2016, labor-management committees were formed at UACJ and at Group companies to discuss possible measures for improving work-life balance by shortening working hours.