

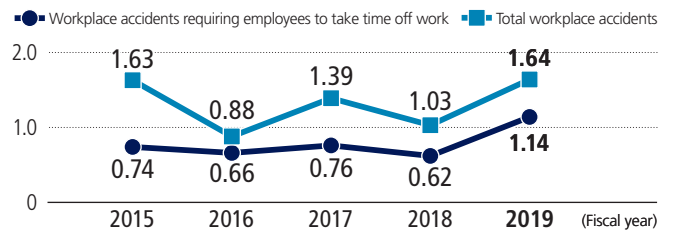
Human Resources Management

Ensuring safe workplaces

In the UACJ Group's flat-rolled aluminum production plants, working conditions come with risks as employees must handle large-scale equipment. For example, oil used for lubrication when rolling aluminum can fly off of machines, resulting in dangerous conditions. Therefore, the Group places the highest priority on ensuring the health and safety of all employees. Its production plants implement thoroughgoing measures to maintain safety and require all of their members to participate in health and safety activities. They also conduct comprehensive risk assessments covering a wide range of operations in an effort to completely eliminate risks and unsafe conditions that could cause accidents. If the assessments identify relatively high risk levels for specific machinery and operating procedures, priority is given to reducing those risks in safety measures, and provisional measures are implemented for all remaining risks. Furthermore, as part of its human resources development, the Group has been fostering a workplace culture that places the utmost importance on safety through various

training programs, including safety awareness training and practical drills for workers as well as occupational health and safety education for managers. Indicating the effectiveness of these activities, UACJ has maintained a relatively low number of workplace accidents since its establishment.

Frequency of Workplace accidents in Japan per million work hours



Enabling employees to make the most of their capabilities

The UACJ Group employs almost 10,000 people worldwide. In addition to their different nationalities, cultures, and languages, these employees live in diverse communities and balance work and life differently. Therefore, in each of its businesses, the Group strives to maintain accommodating workplaces that allow all members to make the most of their capabilities. As part of those efforts, group companies have been introducing a number of childcare and nursing care leave systems while promoting workplace reforms. The reforms are being independently carried out by various workplaces with the goal of raising productivity and employee engagement, with 106 measures taken in fiscal 2019. To boost productivity, each workplace has set their own targets for improving the efficiency of meetings and document production. To raise employee engagement, an engagement survey was conducted for the first time in fiscal 2019, and improvement measures were initiated based on the results. In the same fiscal year, about 400

employees participated in a project to renew the Group's corporate philosophy. The renewed philosophy is providing a clear path forward for the UACJ Group to manufacture products with an even stronger sense of purpose.



UACJ's president has been visiting production plants in Japan to directly speak with employees about the Group's philosophy and vision, and plans to visit overseas workplaces in the future.

VOICE

Message from a manager Growing together with the company

I am a senior manager responsible for supervising 13 subordinates in the Procurement Department. Procurement is closely linked to factory production schedules and profitability, so we must take great care in our work. I make sure that the importance of that is understood by everyone on my team so we can contribute to the growth of UACJ (Thailand) while refining our individual skills. In other departments, too, such as accounting and finance, women have been appointed as managers, so I feel that the company has a culture of gender equality.



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