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Sustainability Briefing

To Ensure the UACJ Group's Sustainable Growth

November 26 , 2025
UACJ Corporation



Today's Program

Speakers	Content	Time
Shinji Tanaka (Representative Director, President)	The Role of Aluminum and UACJ's Contribution	10:03~10:40
Midori Narita (Chief Executive, Business Support Division Executive Officer)	Responsible Action on Climate Change Measures: UACJ Group's Environmental Vision	
Sachio Urayoshi (Chief Executive, Business Support Division Executive Officer)	Enhancing the Well-Being of Employees: UACJ Group's Human Capital Strategies	
Break		10:40~10:50
Shinji Tanaka Ryoko Nagata, Director, Member of the Board (outside and part-time) Makiko Akabane, Director, Member of the Board (outside and part-time)	Conversation About the UACJ Group's Future: From the Perspectives of the President and Outside Directors	10:50~11:30
Break		11:30~11:35
Q&A		11:35~12:00



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The Role of Aluminum and UACJ's Contribution

Shinji Tanaka,
Representative Director, President



The UACJ Group Philosophy System

UACJ Group Philosophy



Our Purpose

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

Our Vision

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

Our Values

The UACJ Way: Our Guiding Principle

Respect and understand your associates

- Value and contribute to your workplace's efforts to engage with the local community
- Accept diversity and respect people's values
- Communicate openly with your coworkers while placing importance on individual and team development
- Contribute to making your workplace more positive and dynamic

Embrace honesty and foresight

- Follow the Group's 5-gen principle*
- Sincerely respond to the expectations of stakeholders by helping the Group manufacture genuine products with integrity
- Stay ahead of emerging trends and play an active role in protecting the environment

Be curious and challenging

- Be inquisitive about changing trends and take on challenges while helping the Group provide products and services needed by society
- Aim to be creative and innovative in your work with a forward-looking perspective

The UACJ Way: Our Guiding Principle



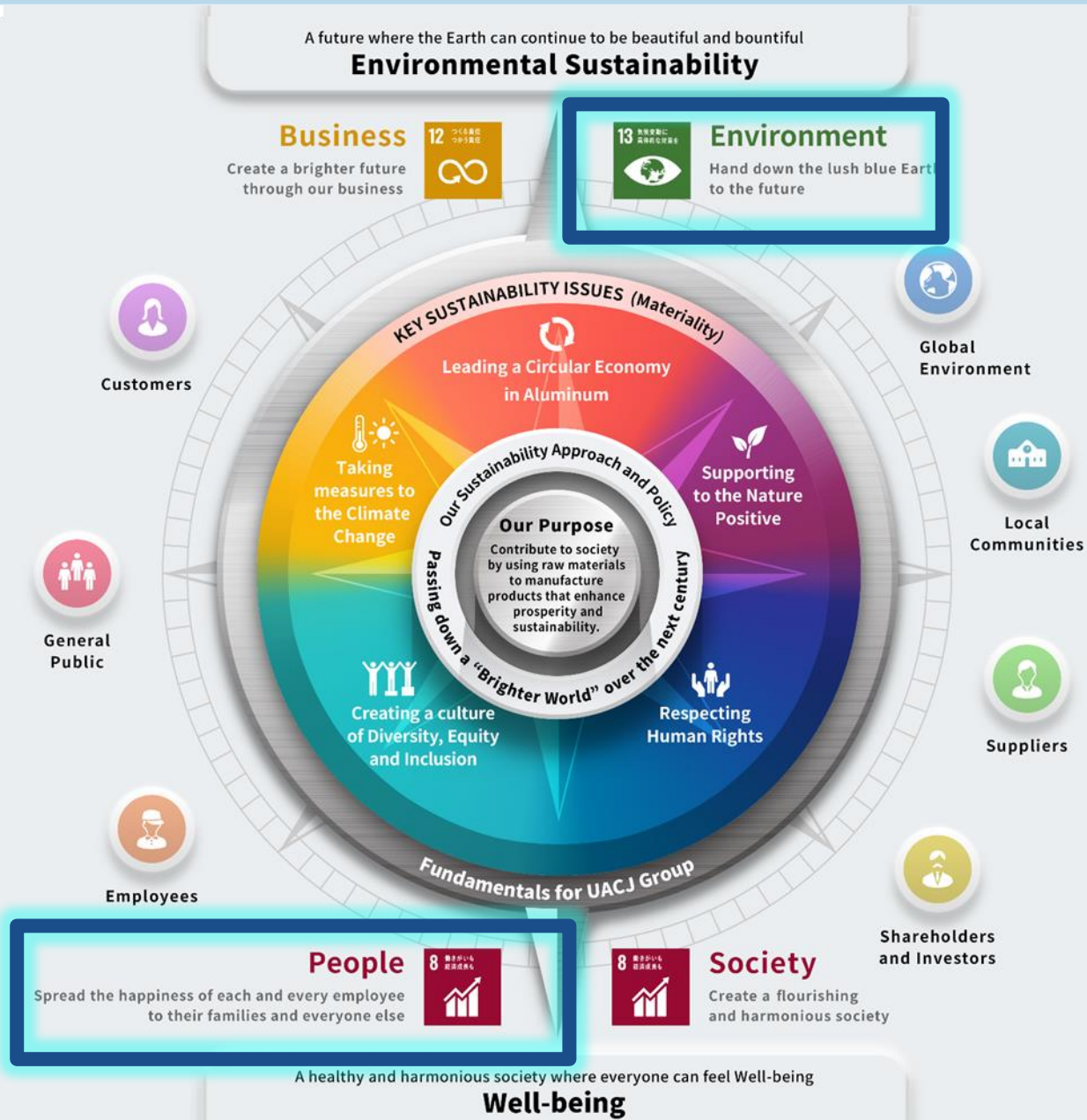
* The 5-gen principle is a concept used by manufacturers in Japan that stresses the importance of the place where relevant activities happen (genba), relevant things (genbutsu), actual conditions (genjitsu), know-how (genri), and rules (gensoku)

Ideals in the UACJ Group's Long-term Roadmap, UACJ Vision 2030

Building a sustainable world by using aluminum to reduce environmental impact



Corporate Philosophy and Sustainability Policy



Passing down a “Brighter World” over the next century

Aluminum is a fundamental material that supports our daily lives. It is a material that is freely transformable in its shape and has unlimited potential. It can be eternally recyclable as the same product over and over again. This is the unique characteristic of aluminum. So to speak, aluminum is the sustainable material.

The aluminum’s potential has been maximized by the UACJ Group who has the cutting-edge technologies and seasoned expertise.

We realize a future in which the Earth can continue to be beautiful and bountiful with the wisdom and the passion for technologies and expertise we have built up over the years.

That make us be rewound that our business is to be environmentally friendly, and to be approached to solve the various challenges our society on the global has faced.

We contribute to create a healthy and harmonious society where everyone can feel Well-being.

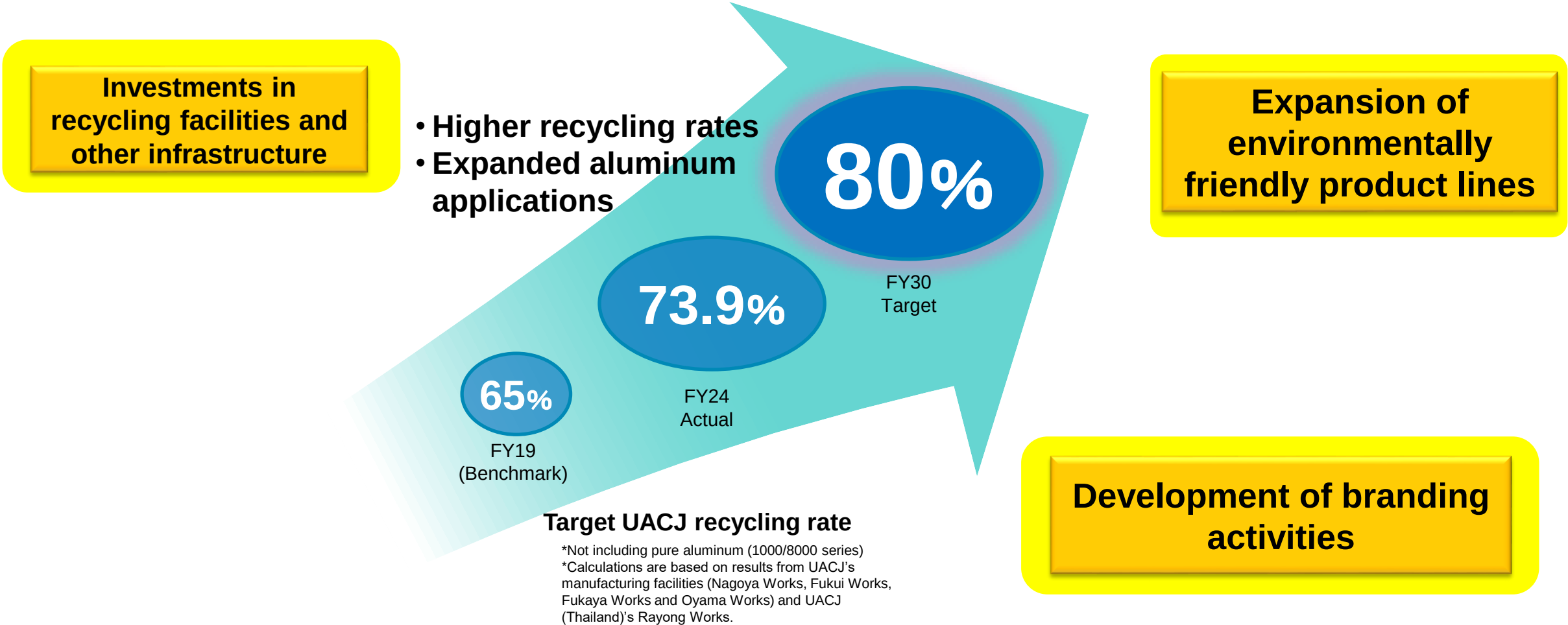
Each of the UACJ Group’s people respect diversity, act to create synergy from the diversity together with all of stakeholders and local community.

A brighter tomorrow with aluminum.

A beautiful planet and a sustainable society for the next generation of the future. This is what the UACJ Group believes the “Brighter World” is all about.

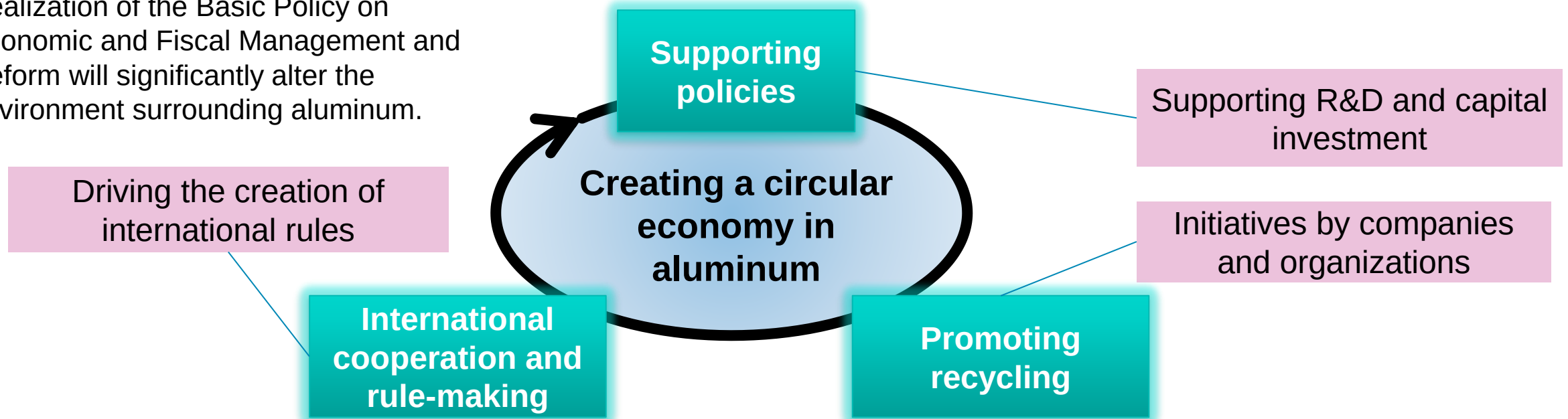
Development of Environmentally Friendly Products and Progress in Recycling Initiatives

Pursuing the potential of aluminum and accelerating environmental efforts



Aluminum is gaining strong attention as a key material for Green Transformation (GX) and the Circular Economy, helping to solve important social challenges

Realization of the Basic Policy on Economic and Fiscal Management and Reform will significantly alter the environment surrounding aluminum.



(1) Promotion of Green Transformation (GX)... Regarding the circular economy, in order to expand the usage of recycled materials and promote the efficient use of products, the government will consider proper systems for the collaboration between arterial and venous industries as well as systems for the disposal and recycling of solar panels, and will support the R&D for and capital investment in **recycling** plastics and **metals, such as aluminum**. We will also promote international cooperation and the establishment of rules.

Excerpt from the Basic Policy on Economic and Fiscal Management and Reform 2025 (June 13, 2025, Cabinet Decision)

Driving Expectations for Aluminum

To strengthen and expand the circle of the circular economy

Improving the recycling rate



UACJ Yamaichi Aluminum Can Recycling Co., Ltd.
(at Fukui Works)
New used beverage can processing facility exterior

Further strengthening PCR collection

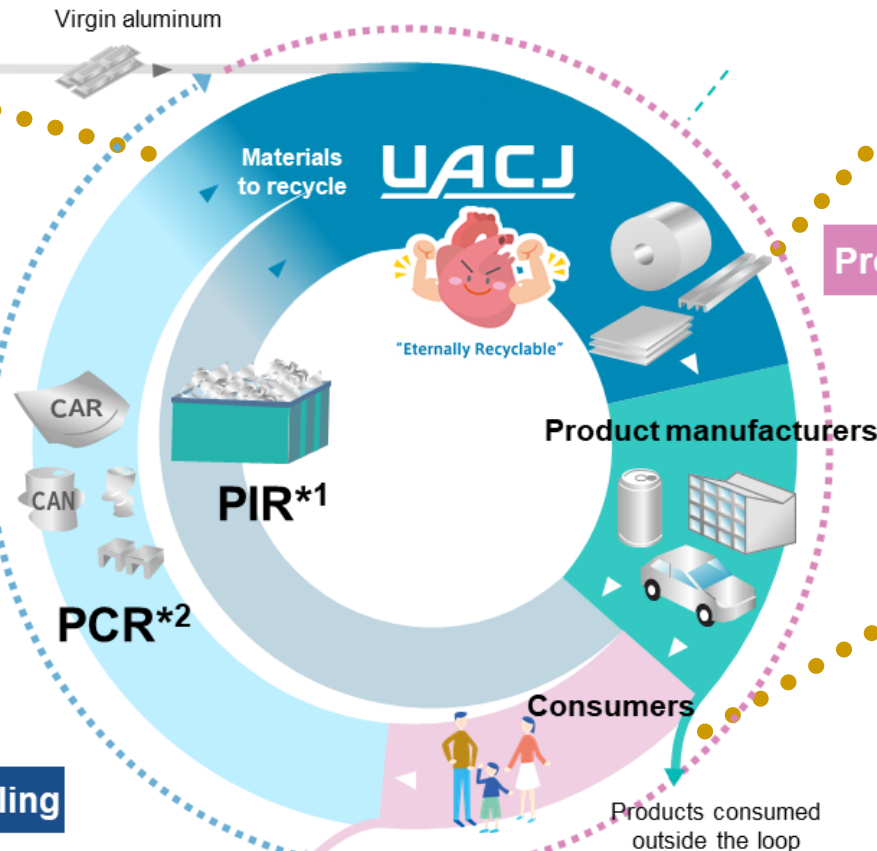


Bauxite

Virgin aluminum

Recycling

Products disposed outside the loop



Developing environmentally friendly products



Convey the potential of aluminum



UACJ's Approach to Human Capital Management



Changing external environment

Changing position of human capital in management

- ✓ Growing recognition of human resources as essential capital for raising the value of companies over the medium and long terms
- ✓ The increasing importance of engagement in management



UACJ's environmental changes

Reorganizing the strategic positioning related to people

- ✓ Organizing concepts related to people
- ✓ Organizing existing approaches related to people



**Through Teamwork,
We Empower Our People
to Create a “Lighter
Future”**

**Strengthening initiatives for *people*
across the entire UACJ Group**

UACJ People Statement and a Framework for Human Capital Management

Through Teamwork, We Empower Our People to Create a “Lighter Future”

UACJ Group’s Approach to Human Capital

The future of UACJ Group begins with each one of us, working in the harmony of our **UACJ Group philosophy**.

To realize growth and to build an ever-stronger company, the first step is to nurture a sense of “**Well**.”

It is from this foundation that each of us can best connect and collaborate in all that we do.

In this way, we can become a team — where everyone shines, where we celebrate each other’s growth, and where we realize the success of the business.

UACJ Group is committed to develop people, to foster teams, and to enhance our “working environment.”

From these initiatives, UACJ Group will build a culture that empowers each of us to grow together, in pursuit of **Shared Objectives**.

Together, Let’s Make it Happen — As One Team.

Contribute to a prosperous and sustainable society with technologies that bring out the innate power of Materials

Enhancing the well-being of everyone—each one of us who works here

Through Teamwork, We Empower Our People to Create a “Lighter Future”

Strengthening People and Organizational Capabilities



Our Work Well

The excitement of collaborating with diverse teammates, forging connections, and achieving goals as a unified team



My Work Well

The joy in having personal growth and achievements recognized, and the pride in contributing to society through work.



My Mind and Body Well

The happiness of living each day in safety, security, and good health, and the fulfillment that arises from a harmonious balance between work and personal life



Organization Building

Uniting the strengths of each one of us to build an ever more durable Group



People Development

Pairing diverse talent and people-centered management such that each person can contribute to our growth in a meaningful way



Workplace Environment Enhancement

Establishing a safe, secure, and healthy work environment that promotes “Well” and facilitates ease of work



Creating a virtuous cycle between “Well” of each one of us and people and organizational development to drive the growth of UACJ Group

UACJ Group's Sustainable Activities

Environmental initiatives

Efforts for human capital management

Creating social, environmental, economic and value through business activities



Creating Social and Economic Value: Enhancing UACJ's Corporate Value

Passing down a brighter world over the next century

UACJ's approach

Changing external environment

Worsening climate change issues
Expansion of plastic pollution
Serious global water shortages

Demographic changes
Rapid development of digital technologies such as AI
Growing emphasis on well-being values
Shift toward ethical consumption

Worsening social issues

Sustainable business growth

Rapid changes in the social environment

Creation of social value

- R&D of environmentally friendly products
- Procurement of raw materials produced with consideration for the environment
- Reducing environmental impact in the production process
- Improving transportation efficiency
- Establishing a collection and recycling system for used products
- Developing human resources who support the company with a long-term perspective
- Enhancing employee satisfaction so that people think, "I'm glad to work at UACJ"



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Responsible Action on Climate Change Measures: UACJ Group's Environmental Vision

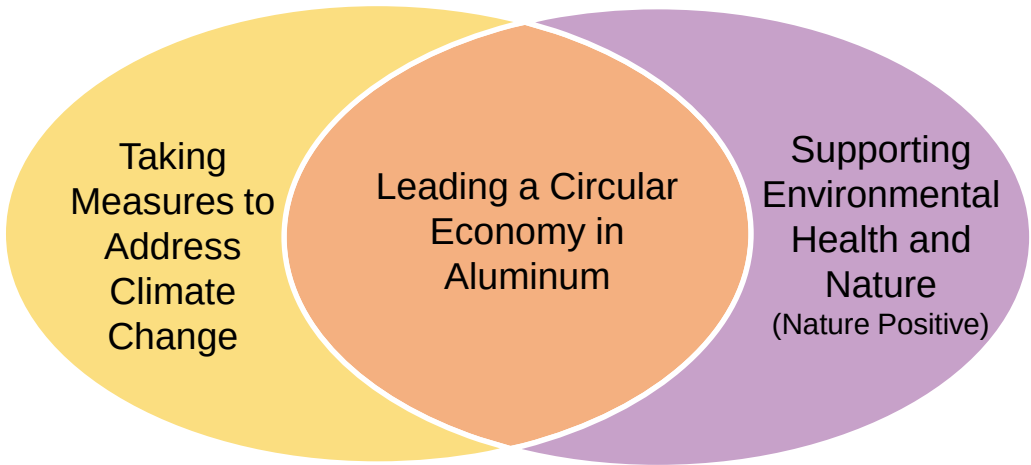
Midori Narita

Chief Executive, Business Support Division

Executive Officer



Materiality and Goals Related to the Environment



Leading a Circular Economy in Aluminum

Supplying aluminum products to manufacturers and consumers and recycling back into products



Taking Measures to Address Climate Change

By opening up opportunities for aluminum applications, UACJ contributes to reducing GHG emissions across society



Supporting Environmental Health and Nature (Nature Positive)

UACJ contributes to balancing economic growth with the conservation, restoration, and creation of nature by minimizing environmental impact across its entire supply chain

Materiality issue	Issues to be addressed	Performance indicators	FY2030 target	FY2050 target
Leading a circular economy in aluminum	Maximize the recycling rate of aluminum alloys	UACJ Recycling Rate ^{*1}	80%	100%
Response to climate change	Reduce scope 1 and 2 emissions on a path to carbon neutrality	Reduction of Scope 1 and 2 emissions per unit of production ^{*2} compared with the levels in FY2019	30%	Carbon neutrality
	Minimize Scope 3 greenhouse gas emissions throughout the supply chain	Reduction of Scope 3 (Category 1) emissions per unit of production compared with the levels in FY2019	30%	Minimize greenhouse gas emissions throughout the supply chain
Supporting environmental health and nature (nature positive)	Minimize water usage by using it more effectively	Amount of water usage per unit of production compared with the level in FY2020 ^{*3}	25% reduction	-

^{*1} Calculated by dividing the amount of used and scrap aluminum (excluding pure aluminum) by the total amount of aluminum melted down in furnaces

^{*2} Based on the calculation used in the sixth strategic energy plan of Japan's Agency for Natural Resources and Energy

^{*3} Types of water used are industrial wastewater, tap water, well water, and surface water, including recycled sewage water

Environmental Initiative Highlights

Promoting Low-Impact Environmental Initiatives

- **Achieved a UACJ Recycling Rate of 73.9% (FY2024 results)**
- **Expanded procurement of recycled raw materials and increased equipment capacity to make effective use of aluminum**
- Launched general-purpose thin sheets made from 100% green virgin ingot^{*1}
- Demonstrated closed-loop recycling technology for aluminum fins used in air conditioning heat exchangers
- Completed the vertical high-speed twin roll casting experimental machine and conducted experiments to utilize large quantities of recycled material



ASI Certification Renewal

Certified sites:

Fukui Works, Nagoya Works, UACJ (Thailand)'s Rayong Works (Thailand), Tri-Arrows Aluminum Inc., and Logan Aluminum Inc. (USA)

UACJ Automotive Whitehall's San Miguel de Allende Manufacturing Plant (Mexico), Dicastal UACJ Bolv Automotive Components Co., Ltd. (China)

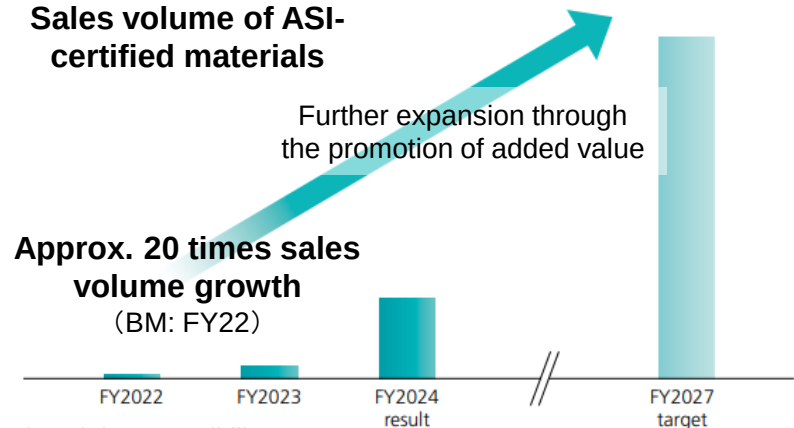
Certification validity period:

Up to January 2026 PS^{*2} (Fukui Works: Updated audit completed)

Up to March 2028 CoC^{*3}

Sales volume of ASI-certified materials

Approx. 20 times sales volume growth
(BM: FY22)



^{*1} Aluminum ingot manufactured by refining using electricity generated from non-fossil fuel energy

^{*2} Standards for improving sustainability and transparency with regard to corporate governance, the environment, and social responsibility

^{*3} Standards for sustainable development extending to processing and distribution processes

Declaration of Goal to Achieve Carbon Neutrality and Progress Toward It



Each initiative has been **advancing smoothly** so far. More robust measures are being implemented toward the 2030 goal.

⇒ Utilization of recycled materials advanced, reaching the 2024 target.

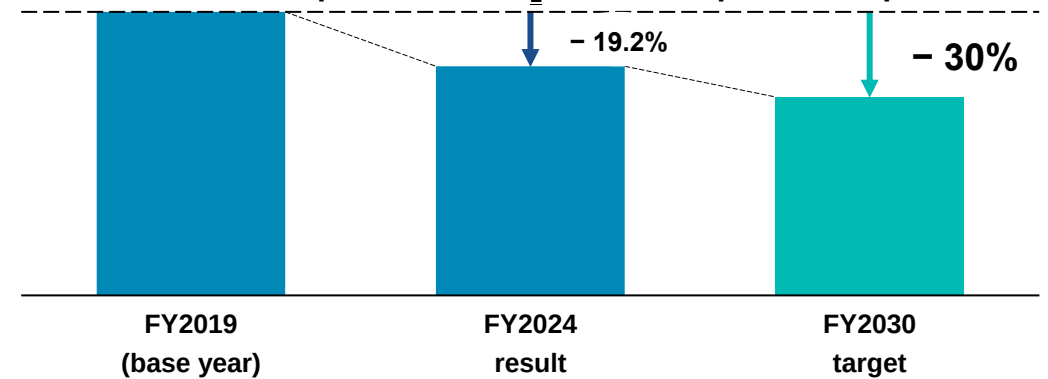
Scope 1 and 2

(Announced November 2022)

Aim for a 30% reduction by FY2030

Aim to achieve carbon neutrality by 2050

Reductions in scope 1 and 2 CO₂ emissions per unit of production

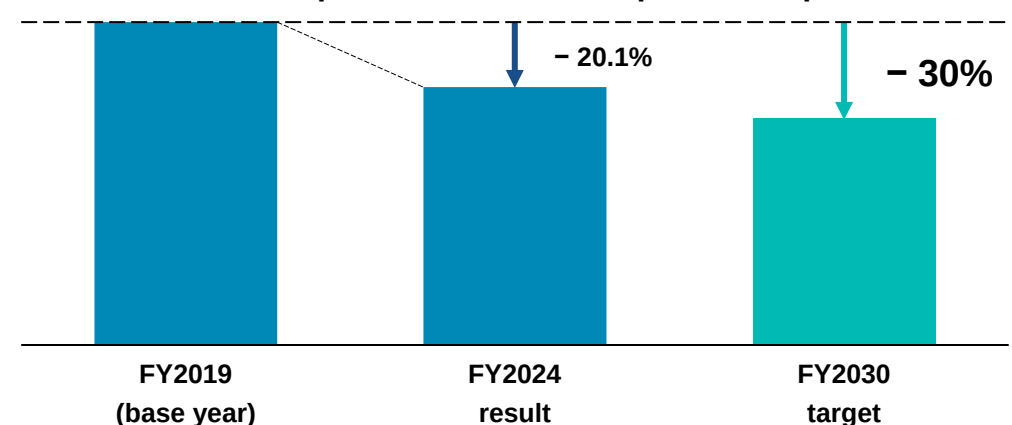


Scope 3

(Announced November 2023, revised December 2023)

- ✓ By **FY2030**, target a **30% reduction** through increased recycling and additional measures.
- ✓ By **2050**, collaborate with various partners across the supply chain to maximize recycling and engage in activities that reduce GHG emissions, including CO₂, throughout the entire supply chain, aiming to **minimize GHG emissions**.

Reductions in scope 3 GHG emissions per unit of production



Carbon Pricing Initiatives by the UACJ Group



Targeting fossil fuel
use in Japan

**Fossil fuel
levy
(carbon tax)**

Impact on the UACJ Group:
Rise in energy costs and
shifts in competitiveness
based on whether the levy is
applied, etc.

Carbon costs imposed on
products imported into the EU

CBAM

Impact on the UACJ Group:
Urgent need to develop systems
for calculating and reporting
emissions across the supply chain
and shift to low-carbon products

Emissions trading
system in Japan

GX-ETS

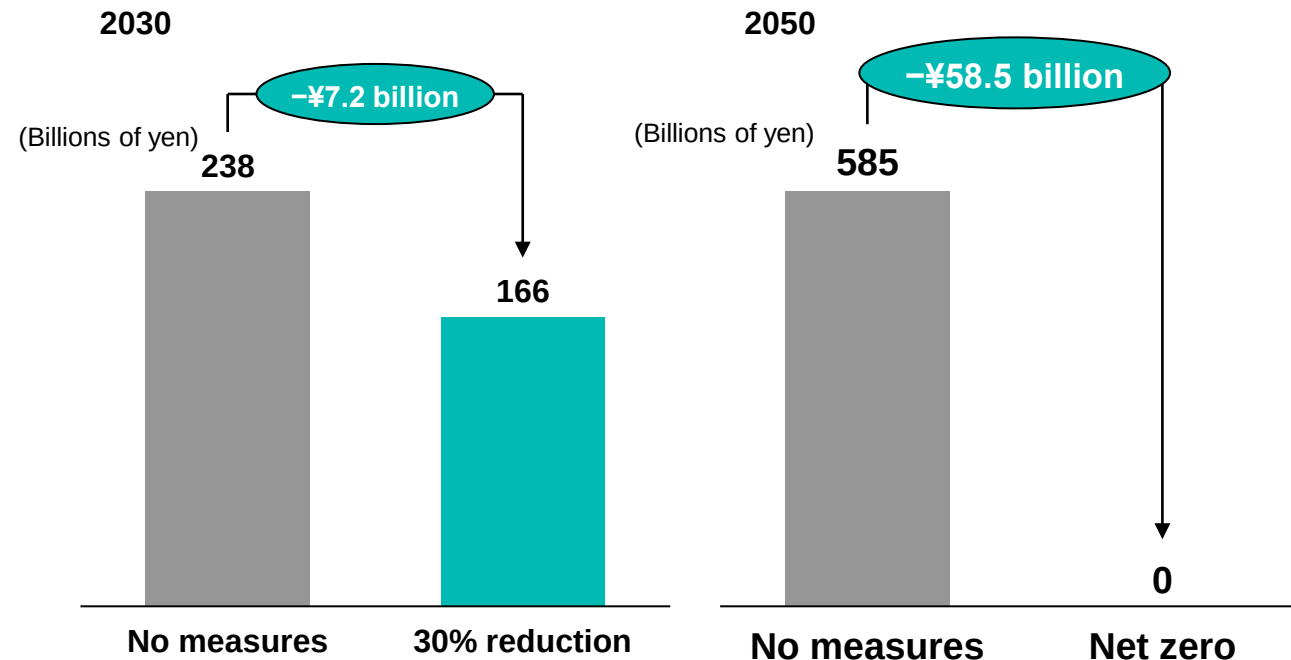
Impact on the UACJ Group:
Obligations for managing
emission allowances and
their strategic use

Assessment of Risks and Opportunities from the Introduction of a Fossil Fuel Levy (Carbon Tax) and Associated Countermeasures



Contribute to **reducing environmental impact across the supply chain** by upgrading existing facilities for energy efficiency, introducing new energy-saving equipment, and promoting the use of renewable energy

Estimation of the financial impact of a carbon tax



Assumptions for the estimation:
Scenario: IEA, WEO (World Energy Outlook) 2024 NZE (1.5° C) Scenario
CO₂ Price (USD): 140 USD in FY2030, 250 USD in FY2050
Exchange rate: 140 JPY/USD

Assessment of risks and opportunities from carbon pricing (carbon tax / carbon border adjustment mechanism) and associated countermeasures

	Business impact	Countermeasures
Risks	✓ Procurement costs for imported raw materials / materials increase	➤ Setting of long-term CO₂ emissions reduction targets
	✓ Electricity costs increase	➤ Setting of long-term energy use reduction targets
Opportunities		➤ Introduction of internal carbon pricing
	✓ Sales and revenue increase due to reduced competitiveness of imported competitor products from countries/regions with insufficient GHG emissions controls	➤ Implementation of long-term CO₂ emissions reduction measures
		➤ Leveraging of CO ₂ absorption through forests, etc., and credit programs
		➤ Establishment of an evaluation method to measure contribution to making reductions
		➤ Shifting to energy-saving technologies with an aim toward decarbonization through public-private partnerships and international cooperation

* Also, for information disclosure based on TCFD recommendations, please refer to [UACJ Report 2025](#), pages 65–66.

Looking Ahead to the Start of CBAM



CBAM compliance is essential for increasing product shipments to the EU market.
We will enhance our international competitiveness by developing products with a lower environmental impact.

CBAM

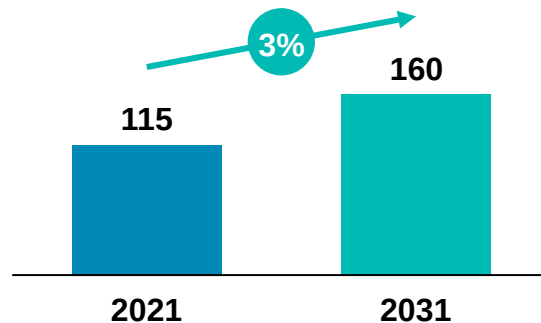
A system that charges payments for the difference in carbon prices between products made outside the EU and within the EU.

It will be phased in gradually, with full enforcement beginning in January 2026.

* Details such as the method for calculating emissions, declaration procedures, timing of tax payments, and burden sharing will be announced later.



Forecast of European demand for can stock (million tons)



With the introduction of CBAM,

- ✓ the business environment for exporters to the EU
- ✓ and businesses within the EU will become more equal, leading to a fairer competitive landscape.

⇒ Moving toward fair competition in European demand for can stock

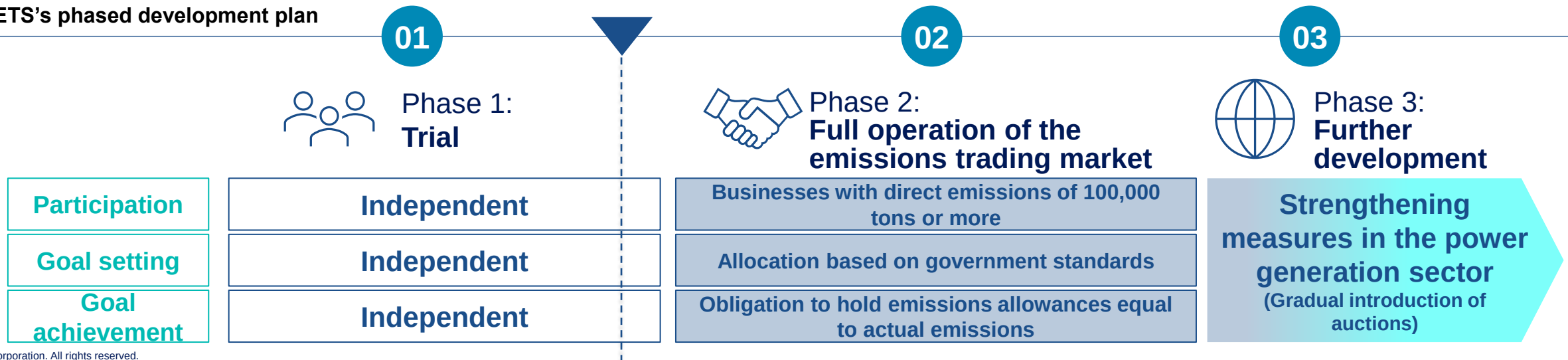
Response to the Emissions Trading System (GX-ETS) – Part 1



Starting in 2023, a voluntary emissions trading system will be piloted within the **GX League**. Based on the results of this trial in the GX League, **emissions trading will become mandatory starting in fiscal 2026**.

Target companies	Companies emitting 100,000 tons or more annually in Scope 1
Emission allowance price	Based on the trading market and transaction prices. ⇒ Annual maximum and minimum price limits are established, and these limits are planned to increase each year.
System start date	April 2026

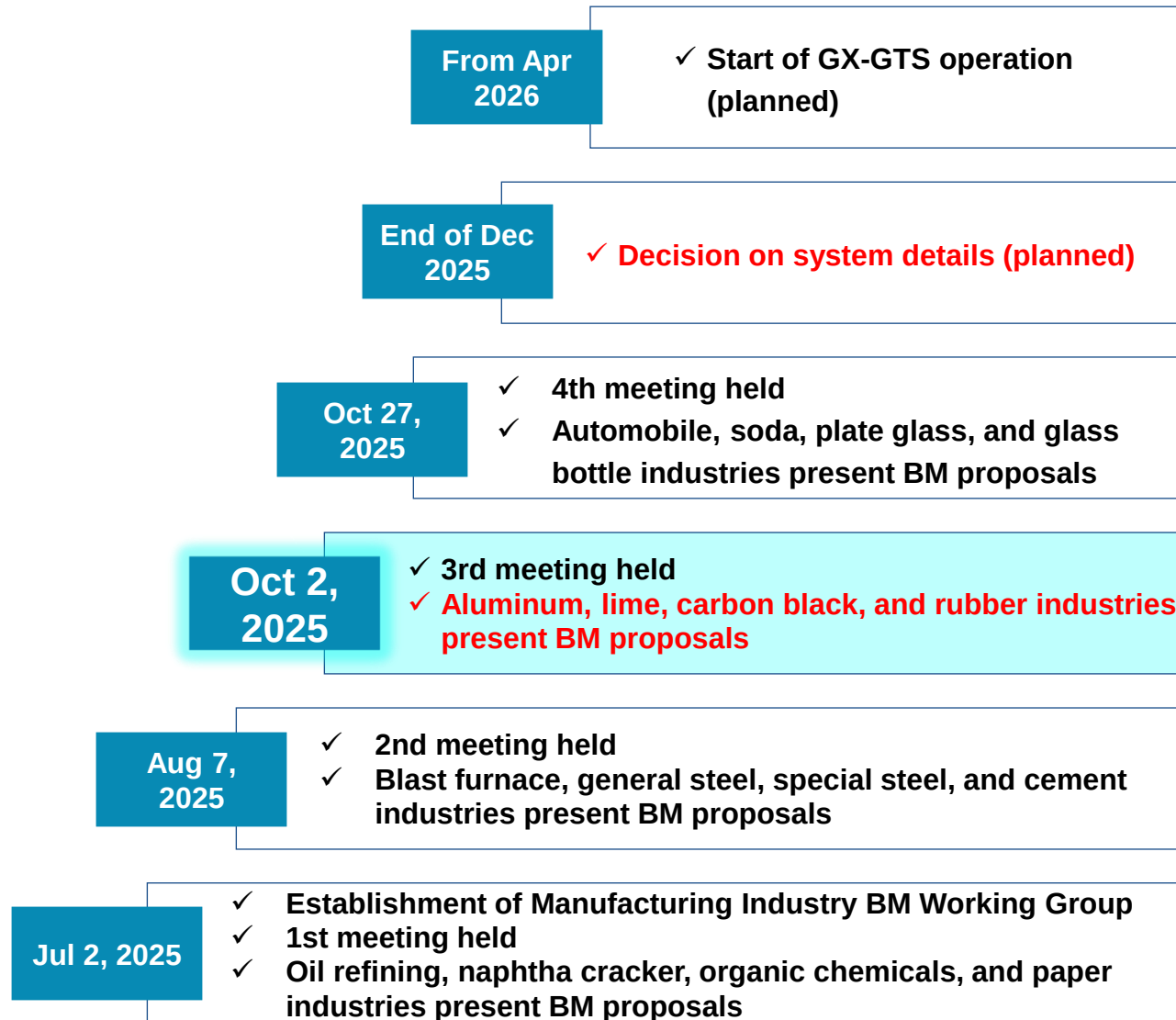
GX-ETS's phased development plan



Response to the Emissions Trading System (GX-ETS) – Part 2



Ministry of Economy, Trade and Industry's (METI) activities



Movements in the aluminum industry

BM proposal correction details

The manufacturing process of aluminum products is divided into two parts: the upstream process (melting process) and the downstream process (product process), with corrections desired in the upstream process.

⇒ **The goal is a system that reduces variability between companies and fairly assesses efforts toward energy conservation.**

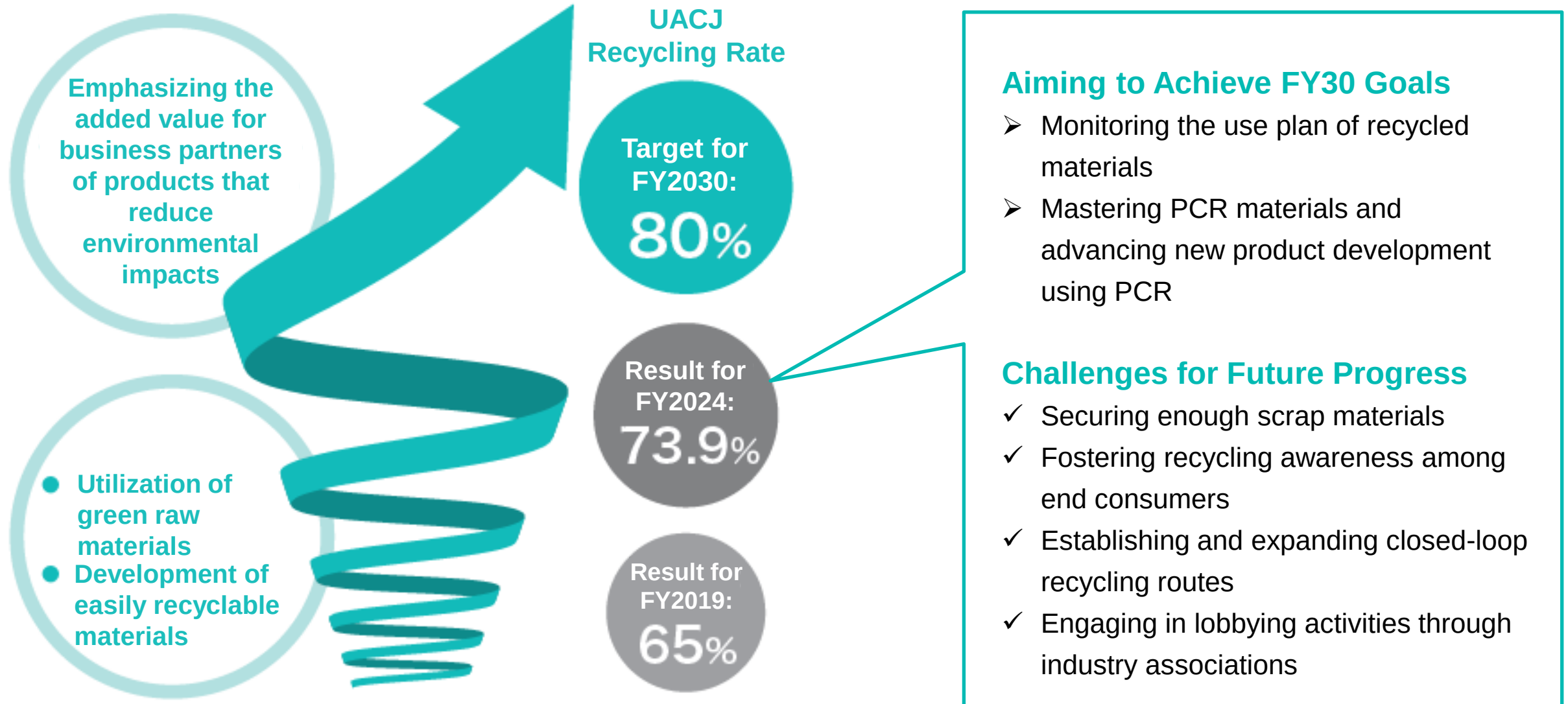
➤ **Additional BM proposal presented**

(Outside the top 10 priority industries, only five industries, including the aluminum industry, were able to get approval from the METI to present an additional proposal.)

➤ **Correcting the disadvantages of competition among materials**

Adjustments toward the BM proposal presentation

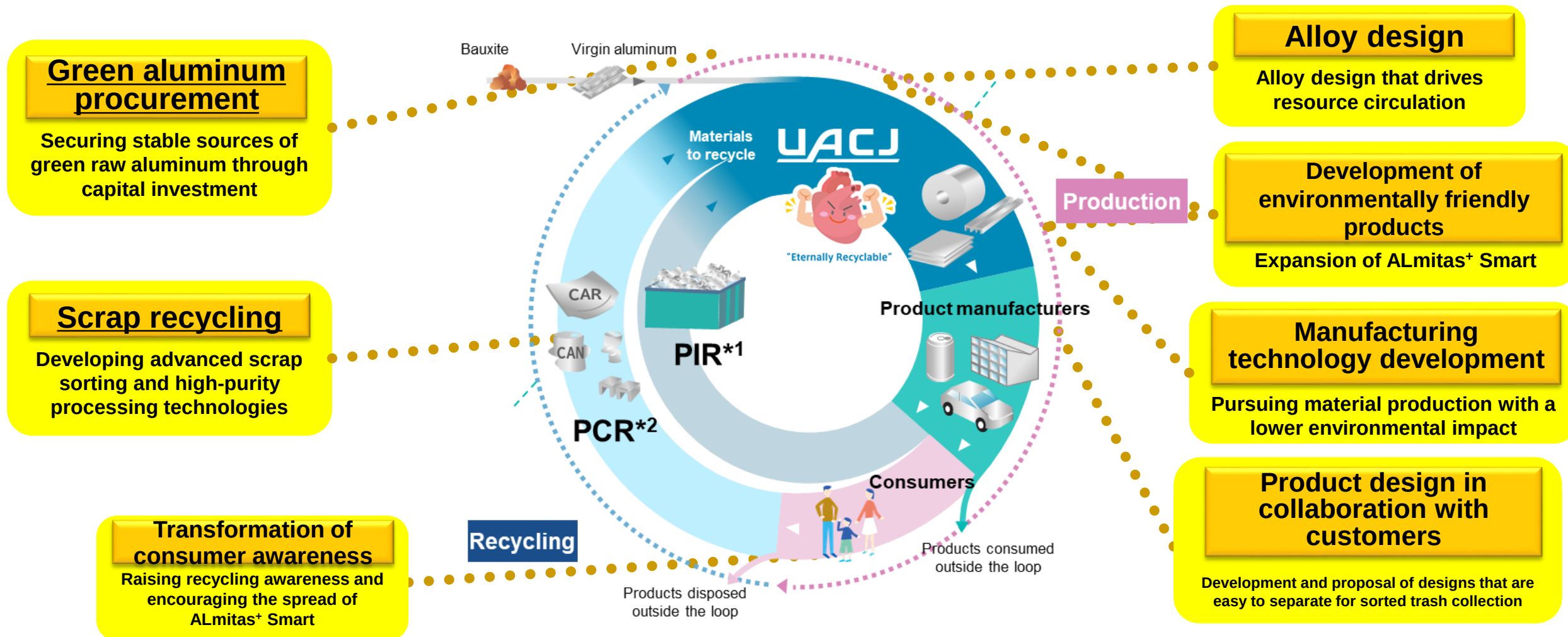
➤ **The aluminum industry is split into the light press industry and the secondary alloy industry. UACJ is considered part of the light press industry.**



UACJ's Commitment to Aluminum Resource Circulation



Aiming to enhance resource procurement, reduce environmental impact, and improve competitiveness



A Future Where the Earth Can Continue to Be Beautiful and Bountiful



UACJ Group's Environmental Concept

We will contribute to the creation of a sustainable society with loving care for our lush blue Earth through exploring further potential of aluminum.

Aluminum is a material that is essential to our daily lives. In fact, we are always within 15 feet of something that is made from aluminum! It plays an active role in a wide range of fields, including transportation, aerospace, healthcare, packaging, civic infrastructure, defense, and information technology, to name a few.

In addition, aluminum's unique characteristics make it an advantaged material for practical innovations to conserve resources and energy and to reduce environmental impacts.

Because we at the UACJ Group employ so many of Earth's resources in the production of aluminum, we have always taken environmental initiatives very seriously.

Not only do we comply with environmental laws, regulations, and standards as a matter of course, but we also take environmental measures from all perspectives—water, soil, air, resource and energy—including reducing intake and utilization of water as the "UACJ Group fundamentals".

And now we are expanding our vision to everything around us, including society and our planet. For example:

- Playing a role at the "heart" of our circular economy.
- Minimizing greenhouse gas emissions throughout the value chain and achieving carbon neutrality.
- Developing proactive activities that go beyond the protection of nature, and lead to the creation and restoration of nature, such as water resources,

It is our commitment to hand down a cleaner environment and a brighter, more prosperous society, to each succeeding generation.



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Enhancing the Well-Being of Employees: UACJ Group's Human Capital Strategies

Sachio Urayoshi
Chief Executive, Business Support
Division Executive Officer



UACJ Group's “Well-Being”

We aim to actualize UACJ’s corporate philosophy and value by creating a virtuous cycle between “**each individual’s well-being at work**” and “**improvement of human and organizational capabilities.**”

Three key strategies for the well-being of UACJ Group employees



The happiness of living each day in safety, security, and good health, and the fulfillment that arises from a harmonious balance between work and personal life



The joy in having personal growth and achievements recognized, and the pride in contributing to society through work



The excitement of collaborating with diverse teammates, forging connections, and achieving goals as a unified team

Spotlight on the UACJ Group's Sustainability: Publication of the UACJ People Statement

Through Teamwork, We Empower Our People to Create a “Lighter Future”

UACJ Group's Approach to Human Capital

The future of UACJ Group begins with each one of us, working in the harmony of our **UACJ Group philosophy**.

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Organization Building

Uniting the strengths of each one of us to build an ever more durable Group



People Development

Pairing diverse talent and people-centered management such that each person can contribute to our growth in a meaningful way



Workplace Environment Enhancement

Establishing a safe, secure, and healthy work environment that promotes “Well” and facilitates ease of work



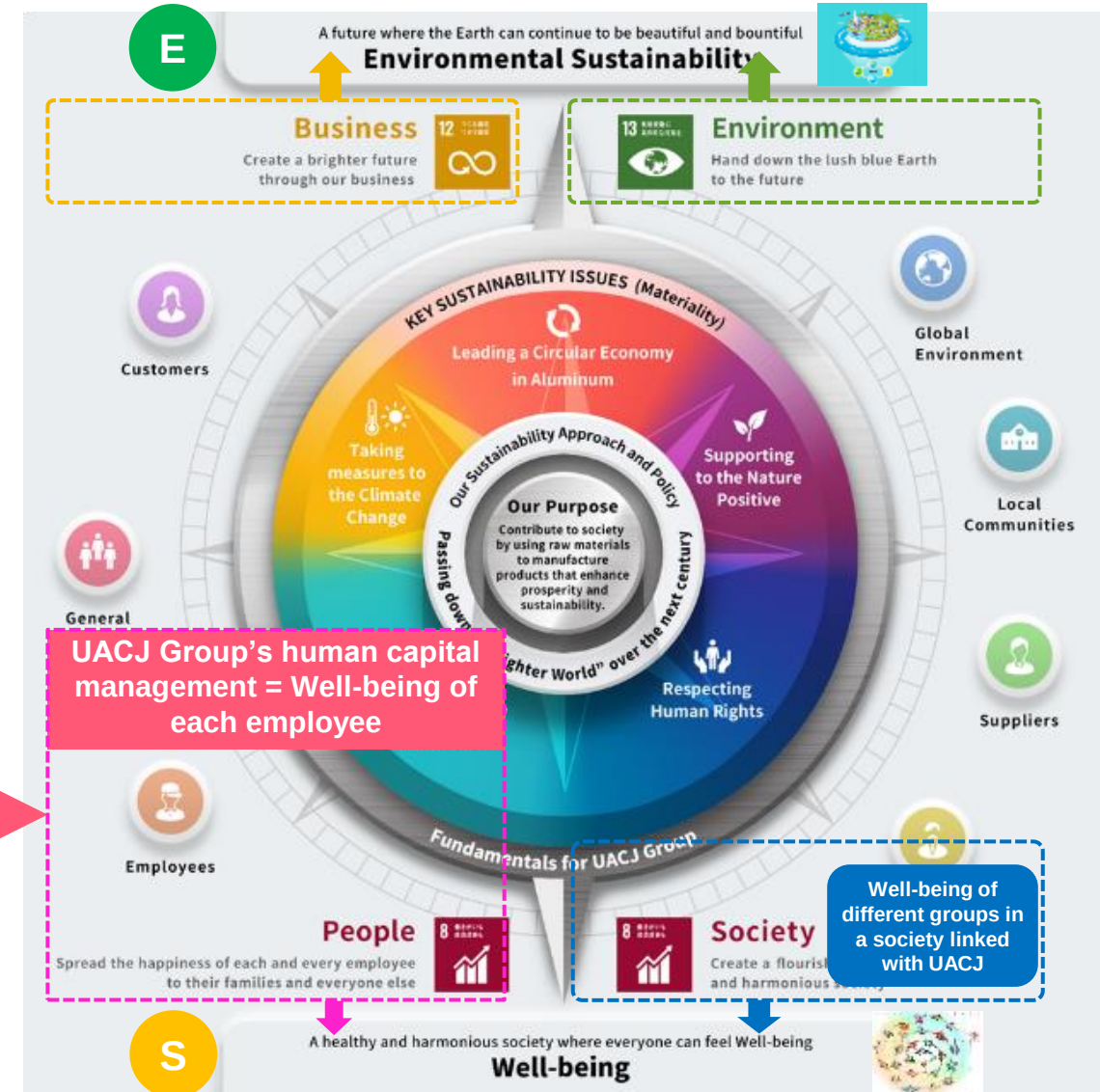
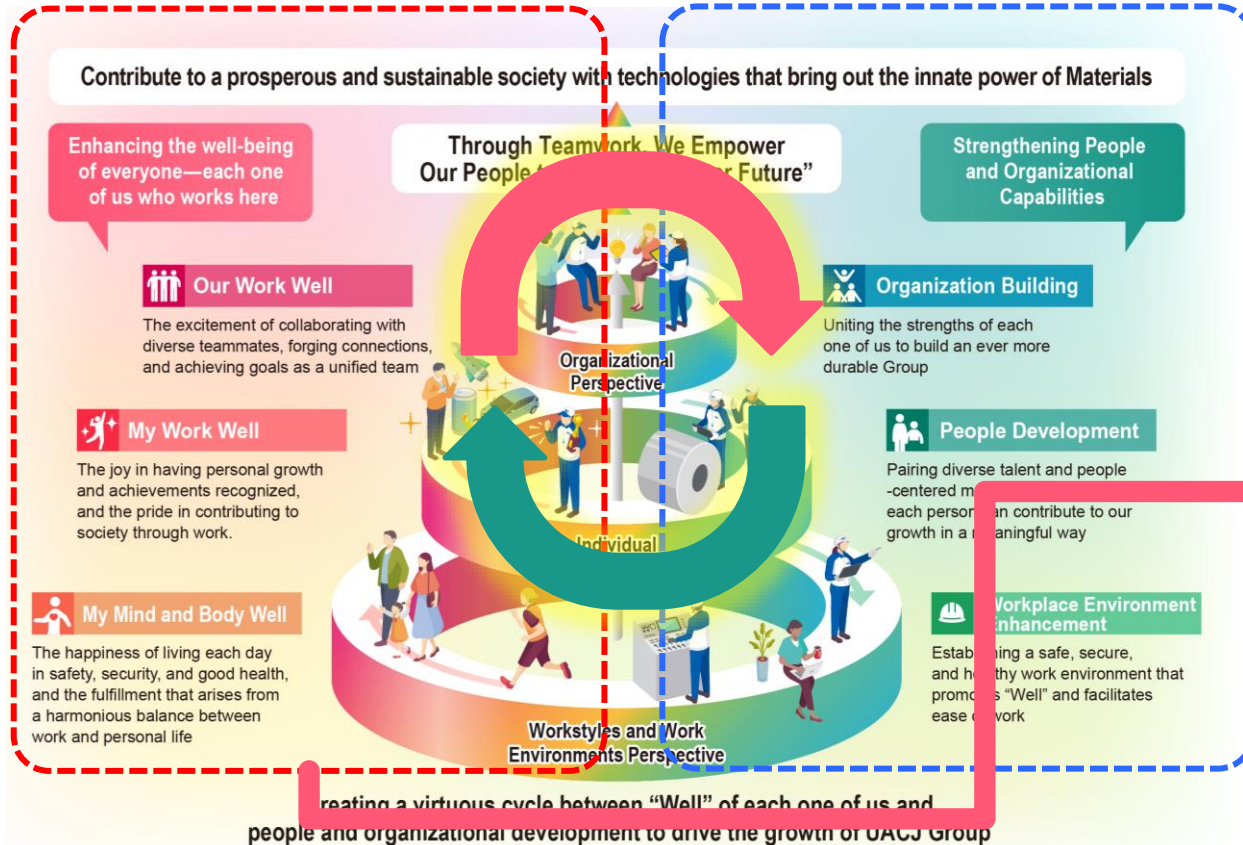
Creating a virtuous cycle between “Well” of each one of us and people and organizational development to drive the growth of UACJ Group

Relationship Between Human Capital Management and the Sustainability Compass

Overall Picture of Human Capital Management in the UACJ Group

Initiatives aimed at enhancing the well-being of every individual working in the UACJ Group

Integrated Human Capital and Business Strategy



Integrated Human Capital and Business Strategy

Visualizing the human resources portfolio to achieve the UACJ VISION 2030

Considering the optimal allocation of human resources based on each organization's initiatives

Goal of the fourth mid-term management plan: **Supply aluminum materials with even more added value than before**

Goals for human resources

Attract and develop diverse human resources and enhance employee engagement

Management strategies



Aligning both sets of strategies

Human resources strategies



Organization building

Enable organizations to support the Group's sustainable growth through the combined activities of their diverse members

Main activities

- Expand leadership training
- Improve employee engagement
- Promote diversity and equity



Human resources development

Recruit and train diverse employees who can support the Group's sustainable growth, and foster the success of every employee through human resources management

Main activities

- Recruit and retain employees
- Provide training programs
- Evaluate employees and assign them based on the results



Workplace improvements

Foster a safe and secure workplace environment that allows all members to work comfortably and in good health

Main activities

- Offer competitive remuneration and benefits
- Provide health management and productivity programs
- Improve workplace conditions

The Future Aim of UACJ's Human Capital Strategy

Contributing to the UACJ Group's sustainable development through human capital objectives focused on specific themes

Basic theme	Main objectives		
Organization building	Expand leadership training Expand systematic development of leaders to support the organization's sustainable growth	Improve employee engagement Create an organization where employees feel motivated and can work well as a team	Promote Dei-Ay Build an organization that respects everyone's diversity and values
Human resources development	Recruit and retain employees Attract and keep employees who can act based on the values of the UACJ Way	Provide training programs Develop human resources capable of proactively making decisions and solving problems in response to changing business environments	Evaluate employees and assign them based on the results Assess performance properly and maximize motivation and ability
Workplace improvements	Offer competitive remuneration and benefits Establish competitive remuneration and benefits programs	Provide health management and productivity programs Create an environment where employees are physically and mentally healthy and can lead energetic lives each day	Improve workplace conditions Create a safe, secure, comfortable, and efficient work environment

Key Performance Indicators for Well-Being and Human Resources Strategies

Through achieving the goals of our human capital strategy, we aim to create a virtuous cycle of enhancing each employee's well-being and advancing talent and organizational development.

Basic theme	Human resources objectives	Issues	KPIs	FY2027 targets	Progress as of FY2024
Organization building	Improve employee engagement	Making organizations more dynamic	Average score (from one to five) of employee engagement survey questions about job satisfaction and fulfillment	3.40/5.00	3.30. An employee engagement survey has been conducted at domestic Group companies. All departments carry out activities to improve employee engagement.
Human resources development	Develop human resources	Developing human resources to create new businesses	Cumulative number of employees leading efforts to develop new businesses since FY2021	Over 20	17 cumulative. UACJ established a dedicated department to drive the planning, development, and execution of new ventures. It also actively supports employees' efforts through an internal venture program.
		Developing personnel with a group-wide and global perspective	Number of managerial-level personnel transfers between business divisions and Group companies	Over 20	8 cumulative. Promoted transfers between business divisions and Group companies through an internal Group recruitment system and rotations.
Workplace improvements	Improve remuneration and benefits programs	Rebuilding an appealing personnel system that attracts job candidates	Average score (from one to five) of employee engagement survey questions about the attractiveness of personnel systems, evaluations, and remuneration	3.00/5.00	2.93. The highest-ever wage increase was made. UACJ is considering revising its personnel system, as 10 years have passed since integration.

Please check the following URL for additional KPIs related to human capital strategies.

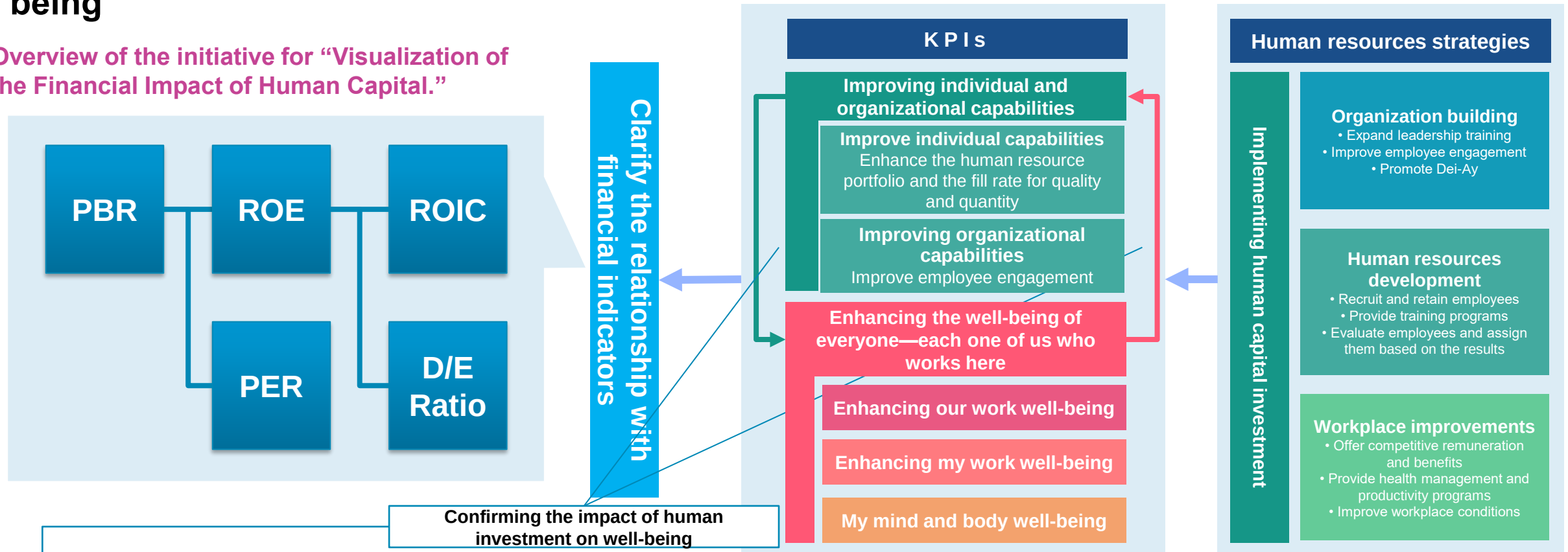
uacj.co.jp/sustainability/social/pdf/human-capital_kpi.pdf

Visualization of Corporate Value Enhancement Driven by Human Capital

Confirmed that there is a correlation between some HR policies and “My Mind and Body Well-being”

* Correlation: Confirmed correlation with statistical significance

Overview of the initiative for “Visualization of the Financial Impact of Human Capital.”



	Confirming the impact of human investment on well-being My mind and body well-being • Improve workplace conditions
Overview of analysis and initiatives	Conducting research on the connection between well-being and HR policies in collaboration with Professor Nobuyuki Isagawa, Associate Professor Kazuo Yamada, and others at Kyoto University
Initial analysis results	Correlation between human resources strategies (HR policies) and well-being (Analysis target: HR policies – Dei-Ay, talent development, remuneration and benefits, etc. Well-being – Three types of well-being (Our work well-being, My work well-being, My mind and body well-being))
Future plans	Expand the analysis to include other types of well-being (Our work well-being, My work well-being) and consider key areas of human resources strategy. Also, continue analyzing how HR policies affect financial impact.

A Healthy and Harmonious Society Where Everyone Can Feel Well-Being

Let's fill you with "Well-being". Let's fill everyone with "Well-being"

UACJ Well WAVE



Let's fill you with "Well-being". Let's fill everyone with "Well-being"

UACJ "Well WAVE"

What does the UACJ Group believe "Well-being" is?

We believe that "Well" is a state of mind in which each of us feels healthy, fulfilled, and happy.

Our goal is that this "Well" spreads throughout our family, the people around us, our community and society, and then returns to each of us.

This is what we believe is the **"Wave of Well"**.

What does "Well" mean to you?

When do you feel motivated to live and work?

Do you know what "Well" means to your family, friends, and colleagues?

What is "Well" for your business, community, and society?

In order for each of us to shine in our own way, the UACJ Group is here to make everyone's future "Well".

First, may you be in a state of "Well".

Then may various forms of "Well" spread like waves and overlap each other.

Let's fill you with "Well-being". Let's fill everyone with "Well-being".

*Notes: We have organized the basic concept of "Well-being" and conducted interviews with young employees at each manufacturing facility while studying the concept.



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Conversation About the UACJ Group's Future: From the Perspectives of the President and Outside Directors



Speaker Profile



Ryoko Nagata
Independent Outside
Director

Chair of the Nomination
and Remuneration
Advisory Committee

Apr. 1987	Joined Japan Tobacco Inc.
Jun. 2008	Senior Vice President, Head of Beverage Business
Jun. 2013	Senior Vice President, CSR
Jan. 2018	Senior Vice President, Assistant to President
Mar. 2018	Standing Audit & Supervisory Board Member
Jun. 2021	Outside Director and Member of the Audit Committee of Honda Motor Co., Ltd. (current)
Mar. 2023	Outside Audit & Supervisory Board Member of MEDLEY, INC. (current)
Jun. 2023	Outside Director of UACJ Corporation (current)

Speaker Profile



Makiko Akabane

Independent Outside
Director

Member of the
Nomination and
Remuneration Advisory
Committee

Apr. 1993	Joined The Mitsubishi Bank, Limited (currently MUFG Bank, Limited)
Jan. 2001	Team Manager of Public Relations Office, Environmental and Social Contribution Business at Starbucks Coffee Japan Co., Ltd.
Aug. 2003	General Manager of Social Contribution Department at Salesforce.com Co., Ltd (currently Salesforce Japan Co., Ltd.)
Nov. 2006	General Manager of CSR Office at Nikko Asset Management Co., Ltd.
Apr. 2010	Representative Director of CSR Asia (current)
Jun. 2022	Outside Director of PIOLAX, INC. (current)
Jun. 2023	Outside Director of UACJ Corporation (current)

Conversation About the UACJ Group's Future: From the Perspectives of the President and Outside Directors

- **Pursuit of Economic and Social Value: Our Commitment to Achieving UACJ VISION 2030**
- **UACJ's Information Disclosure: UACJ's Unique Identity and Accountability**
- **For Transparent Management**



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