



Aluminum lightens the world
アルミでかなえる、軽やかな世界

UACJ Corporate Management: Sustainability at the Heart

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**President and Representative
Director**



Putting Sustainability at the Heart of Corporate Management

UACJ Group Philosophy

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



Our Purpose

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

Our Vision

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

Our Values

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

The UACJ Group's Sustainability Approach

Passing down a better world over the next century

The UACJ Group's Sustainability Policy

1

Contribute to sustainability through technologies and innovation

The UACJ Group shall contribute to the sustainability of society and the global environment by applying the technologies and expertise it has accumulated over its history to offer innovative solutions.

2

Work together with all types of stakeholders

The UACJ Group shall forge partnerships and collaborate with a wide range of stakeholders and people across society in its efforts to help make the world more sustainable through its business activities.

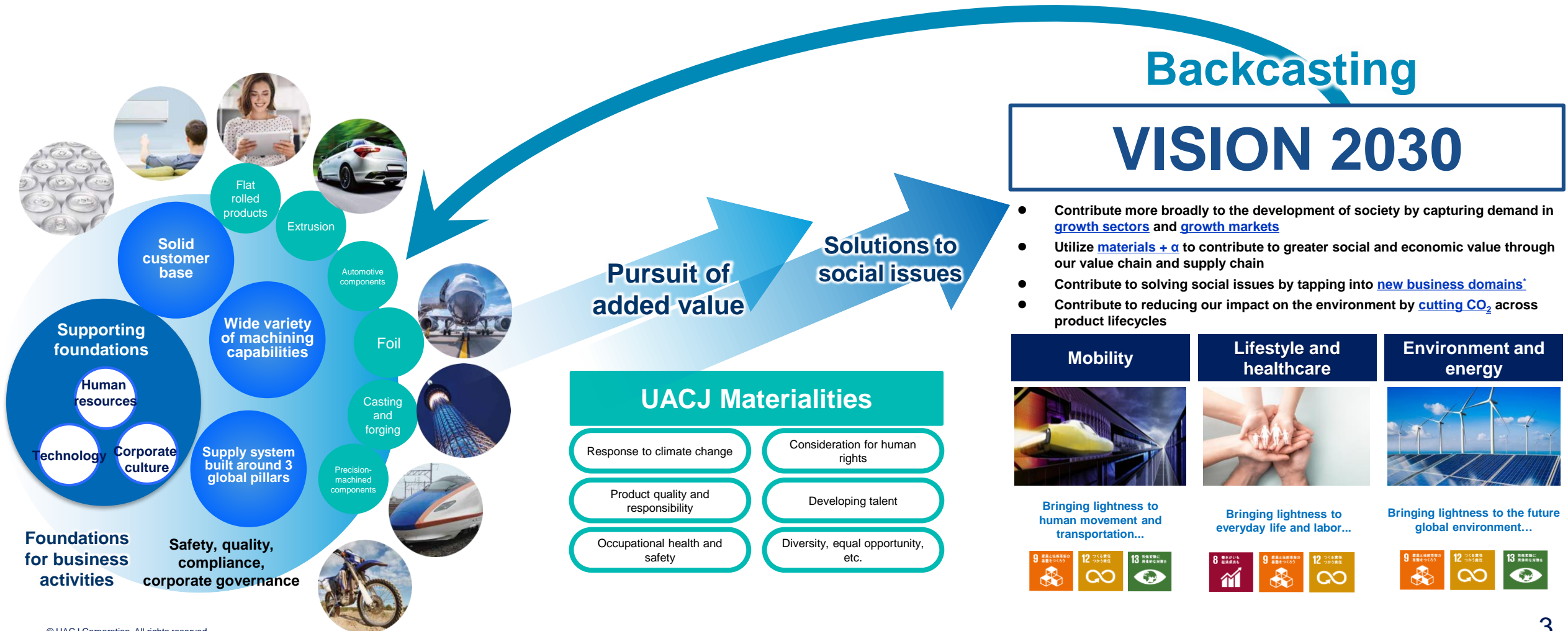
3

Respect the individuality of diverse members

The UACJ Group shall take steps to ensure that the individuality of its diverse members is respected, regardless of their nationality, gender, age, disabilities, or other characteristics, and provide them with opportunities to apply their individual knowledge and skills to help devise innovative solutions.

UACJ's Ideal State for 2030

Pursuing our passion, aluminum, to contribute to building a sustainable society



Long-term Management Vision "UACJ VISION 2030"

Our future vision for how UACJ can contribute to achieving a sustainable and abundant society by 2030

<Projections for future society based on changes in the external environment>

Changes to makeup of society

- ◆ Greater purchasing power and demand from economic growth in developing countries
- ◆ Shrinking domestic market from falling population

Achieving a sustainable society

- ◆ Increased awareness of environmental conservation in society as a whole
- ◆ Creating a society that is both abundant and sustainable

Technological innovation

- ◆ Expansion in new applications for materials with the mobility revolution
- ◆ Changes in business models owing to innovation in digital technologies

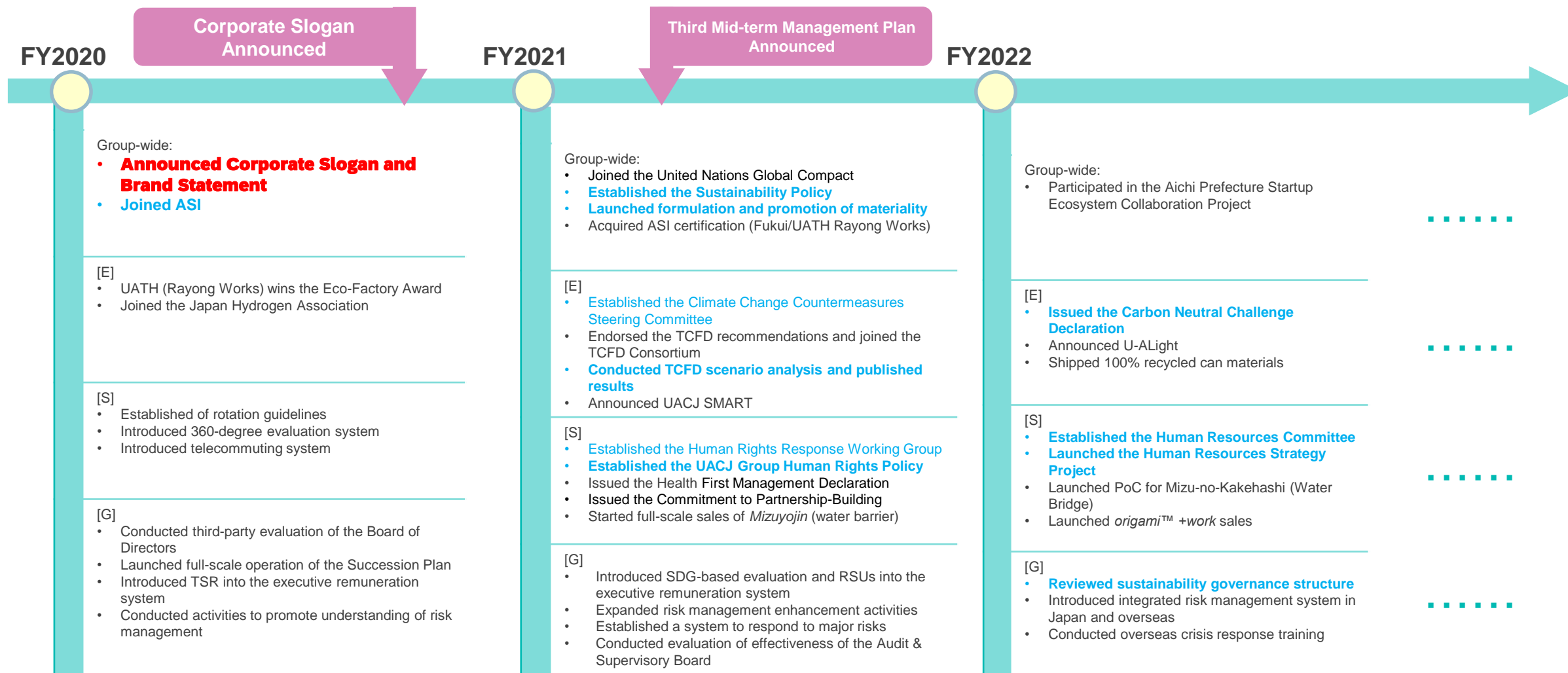
UACJ VISION 2030

- Contribute more broadly to the development of society by capturing demand in [growth sectors](#) and [growth markets](#)
- Utilize [materials + \$\alpha\$](#) to contribute to greater social and economic value through our value chain and supply chain
- Contribute to solving social issues by tapping into [new business domains](#)*
- Contribute to reducing our impact on the environment by [cutting CO₂](#) across product lifecycles

* New business domains: Business models that have never been seen before or are new for UACJ = new businesses and products in new business domains. We also aim to create new product categories in existing business domains

Progress Since Formulation of the Third Mid-term Management Plan

Formulation of our Corporate Slogan: The launchpad for the UACJ Group's sustainability management



Action Guidelines for Realizing Our Philosophy

UACJ Group Philosophy

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

UACJ Way

We will continue to make safety and compliance fundamental to our business activities, and strive for the highest level of safety and compliance in all of our operations. We will act with three values in mind: respecting and understanding our associates, embracing honesty and foresight, and being curious and challenging.

UACJ Group Code of Conduct

Basic Risk Management Policy

Sustainability Policy

Materiality
(Important issues)

Response to climate change

Product quality assurance

Occupational health and safety

Respect for human rights

Diversity and equal opportunity

Human resources development

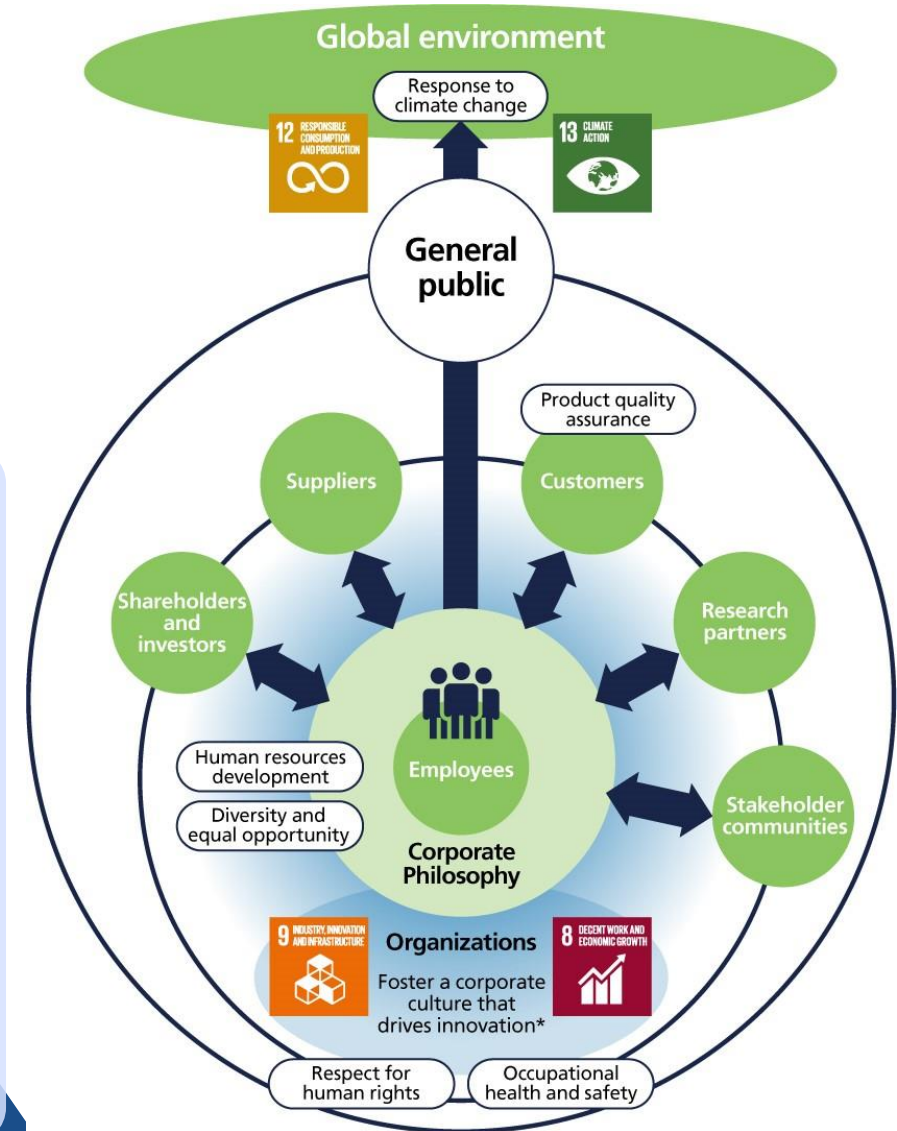
Basic Environmental Policies

Basic Product Quality Policy

Basic Policies on Safety and Health

Human Rights Policy

Safety and Compliance



Establishing Materiality and KPI

Aggressive efforts will be made to reach the vision foreseen for 2030

Materiality	Performance Indicators	FY2021 Results	FY2023 Targets	FY2030 Targets
Response to climate change	Reduction of CO ₂ emissions throughout the Group's entire supply chain	The launch of the Climate Change Countermeasures Steering Committee and the establishment of medium- and long-term targets	Planning and implementation of specific measures toward the FY2030 targets	Scope 1 and 2: 30% reduction (per unit vs. FY2019) Scope 3: Collaborate with various supply chain partners to maximize recycling and minimize CO ₂ emissions throughout the supply chain
Product quality assurance	Number of serious quality defects	Four cases	One case or less	Zero cases
	Number of customer complaints due to material problems	19.9% decrease (year-on-year)	10.0% vs. previous FY	50% decrease vs. FY2020
Occupational health and safety	Number of serious workplace accidents	Zero cases	Zero cases	Maintaining zero cases
	Overall frequency rate	0.25	0.25	0.08
Respect for human rights	Conducting human rights due diligence, setting goals based on the results, and implementing action plans	Conducted at two manufacturing plants	Conduct at four manufacturing plants	Conducted at all major Group business sites in Japan and overseas
	Rate of education conducted on the Code of Conduct, human rights, and harassment	90%. (Maintained harassment prevention training at 100% implementation rate)	96%. (Maintain harassment prevention training at 100% implementation rate)	100%.
Diversity and equal opportunity	Percentage of women in management positions (including officers)	2.2%	4.0%	15% or more (Target of minimum 15%, aiming to meet the government target of 30% as much as possible)
Human resources development	Percentage of successor candidates appointed to management positions	Managerial positions and above (non-consolidated): 100%	Rollout to domestic Group companies	100%
	Number of people benefiting from educational support activities related to materiality	446 per year	800 per year	1,000 per year

Materiality: Response to Climate Change

Reason for selection

- We can contribute to the reduction of CO₂ throughout society by providing **products and services that harness aluminum's properties.**
- **By making maximum use of recycled aluminum as a raw material,** we will help reduce greenhouse gas emissions in the entire supply chain, and thus **contribute significantly to society.**

Performance Indicators

Reduction of CO₂ emissions throughout the Group's entire supply chain

FY2021 Results

The launch of the Climate Change Countermeasures Steering Committee and the establishment of medium- and long-term targets

FY2023 Targets

Planning and implementation of specific measures toward the FY2030 targets

FY2030 Targets

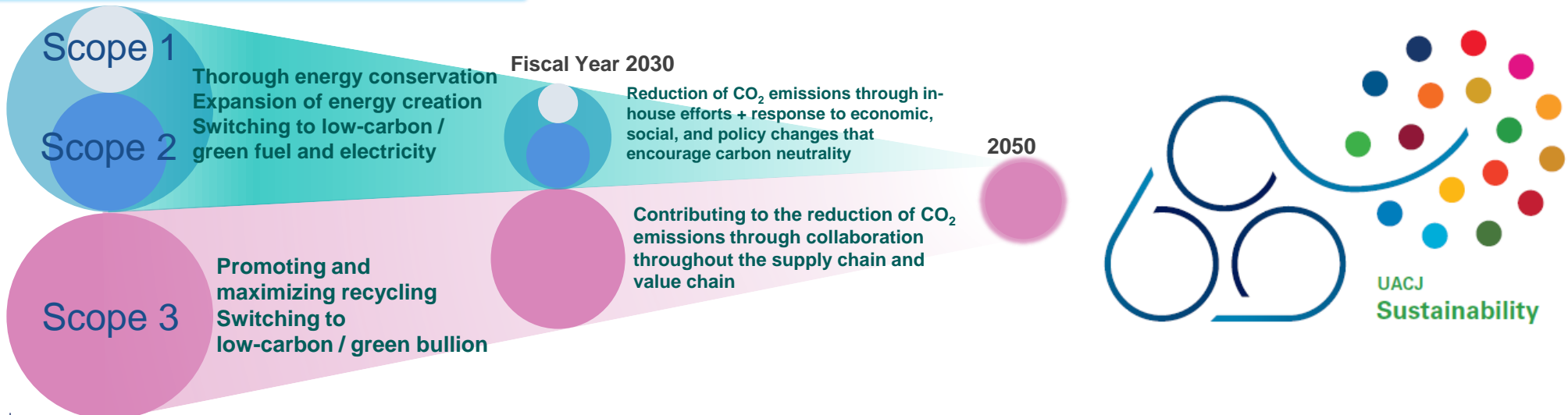
- **Scope1-2** **30% reduction (per unit vs. FY2019)**
- **Scope3** **Collaborate with various supply chain partners to maximize recycling and minimize CO2 emissions throughout the supply chain**

Preparing for Carbon Neutrality by 2050

Guidelines for action

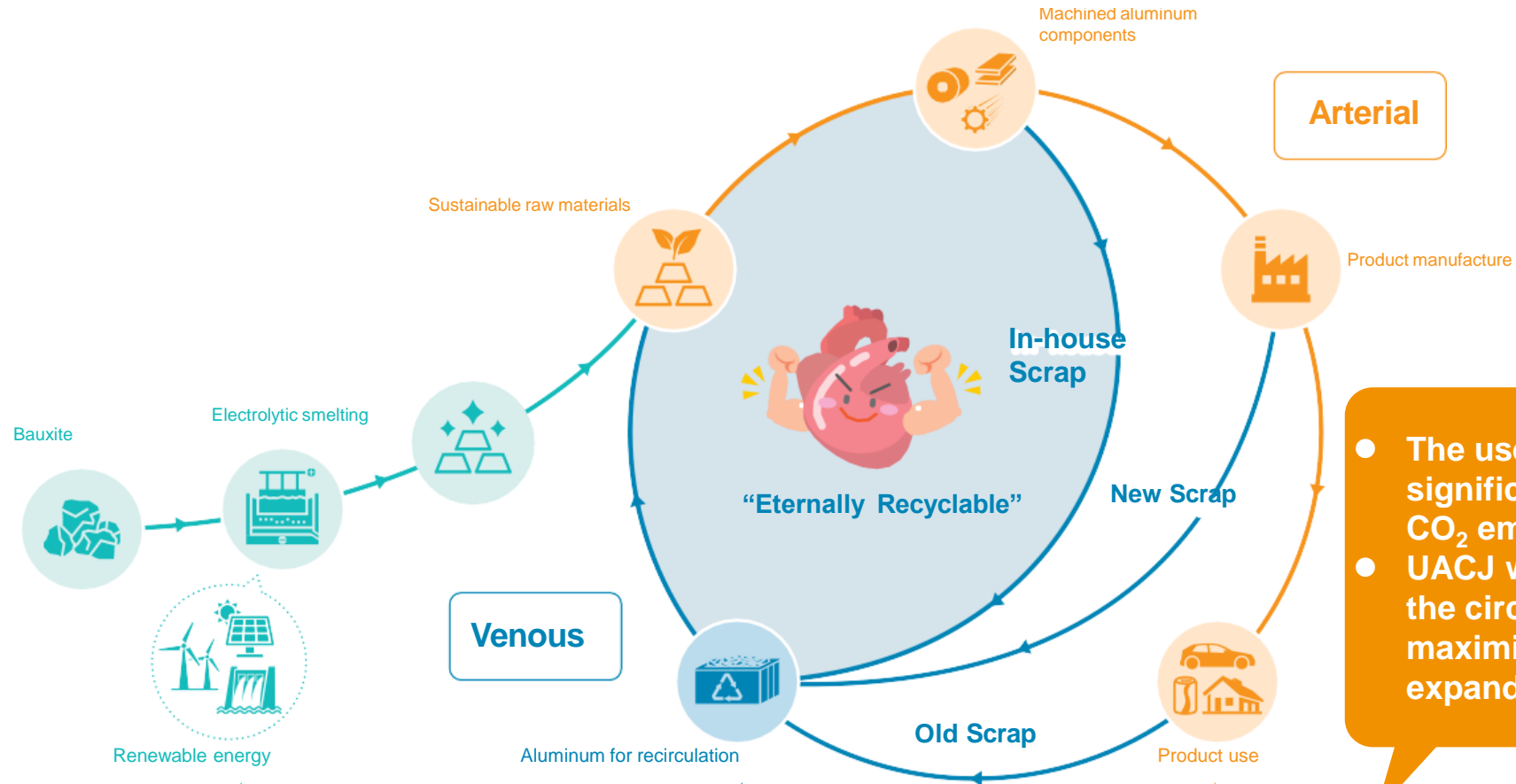
- For Scope 1 and Scope 2, take on the challenge of carbon neutrality by 2050
- For Scope 1 and Scope 2, aim to cut emissions by 30%*1 by FY2030
- For Scope 3, work on collaborations with a variety of partners in the supply chain to maximize recycling and minimize CO₂ for the supply chain as a whole

CO₂ emissions by Scope and Illustration of Future Reductions



Contribute to Achieving a Lighter World - The Cycle of Aluminum Use

Lead the formation of a recycling supply chain, and provide environmental value through aluminum



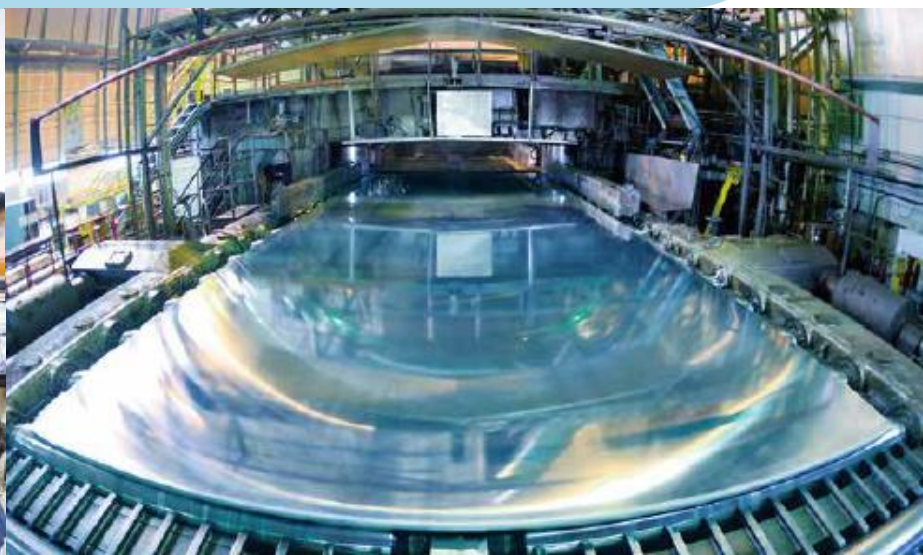
- The use of aluminum contributes significantly to the reduction of CO₂ emissions.
- UACJ will become the heart of the circular economy and maximize CO₂ reductions by expanding the use of aluminum

Make efforts to procure green aluminum ingots

Recovery/recycling of aluminum

Use of aluminum reduces environmental impacts

Expanding Aluminum's Potential through Fusing Skills and Techniques Mastered Over a Century



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Achieving Curiosity and Challenge: Contributing to Disaster Prevention and Mitigation with *Mizu-no-Kakehashi*



水の架け橋

In this business, we will create and share a database of information about reserves held by local governments and companies and provide a network that enables them to supply each other with water reserves in aluminum cans in the event of disaster, as a countermeasure against drinking water shortages caused by wide-area disasters.

We aim to contribute to “disaster prevention and mitigation” and “global environmental issues.”

<https://mizuno-kakehashi.com/>

Sale of water reserves in aluminum bottle cans

Long-term storage utilizing the gas barrier property, one of the “advantages of aluminum”

Contribution to solving environmental issues by replacing PET bottles

Contributing to “self-support” and “mutual support” in disaster prevention



Operation of shared cloud system

Eliminating uncertainty surrounding drinking water shortages through “mutual support in times of need”

Cooperation between local governments and the private sector

For companies and municipalities

Achieving Curiosity and Challenge: Contributing to Disaster Prevention and Mitigation with *origami*TM



A Space Just for You – Whenever, Wherever

Created our second business through the “UACJ Innovators” in-house startup program



Manufacturing and sales began on October 3, 2022

Product website: <https://origami.uacj-group.com/>

A personal booth [*origami*TM] with a lightweight, compact folding structure that can be used in a phase-free manner

- As a work space that supports a variety of work styles in the office
- To secure personal space at evacuation shelters in the event of a disaster

Because it is a folding structure that takes advantage of the lightness of aluminum:



Easy to transport and install

Easy to move and change layout according to space

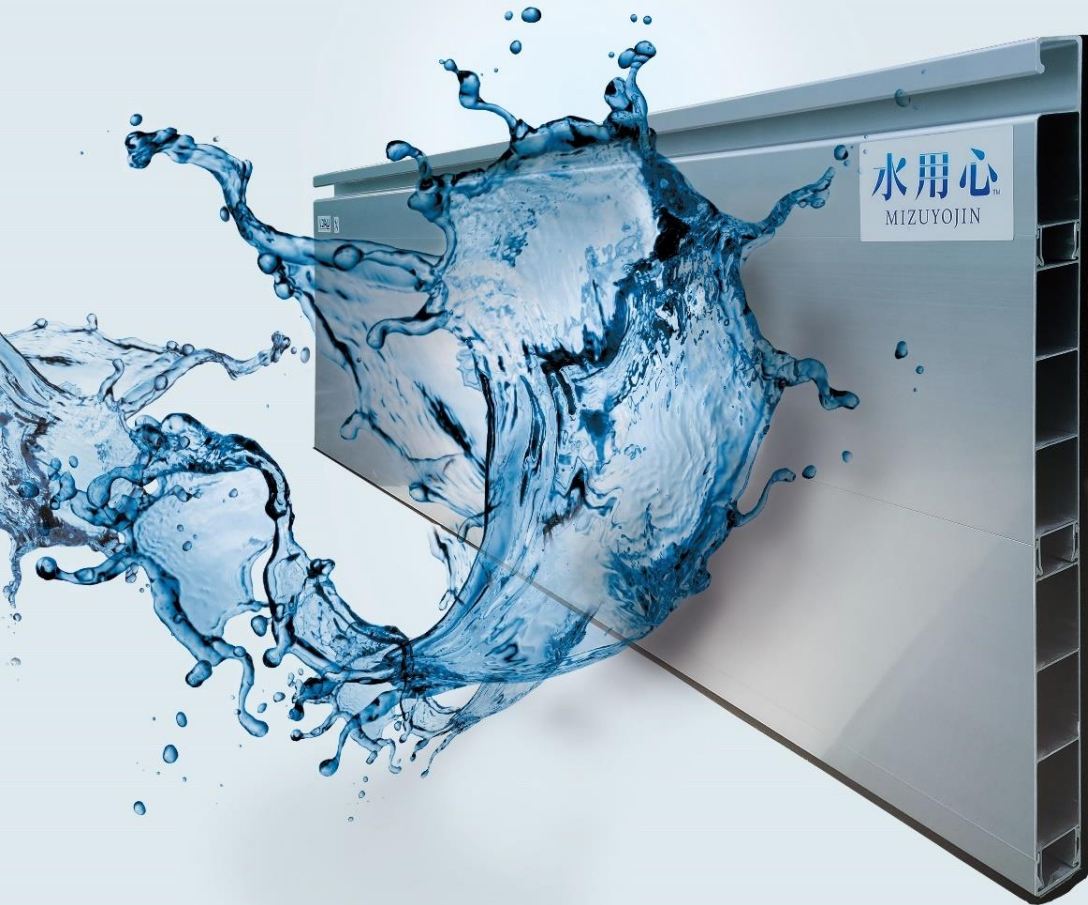


Compact design folds to half depth when not in use



Because of the highly heat-conductive aluminum structure, it is easy to adapt to the air-conditioned environment of the installation location, making the inside of the booth comfortable

Achieving Curiosity and Challenge: Contributing to Disaster Prevention and Mitigation with *Mizuyojin*



*Mizuyojin*TM

This watertight panel prevents flooding of buildings during heavy rains. It was developed to reduce flood damage caused by frequent flash floods, and embodies our aim to prevent and mitigate disasters.

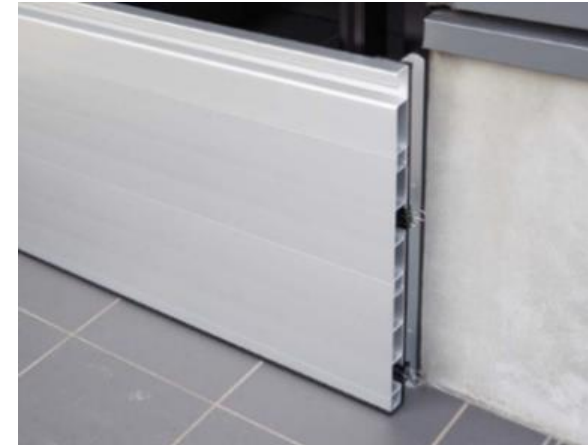


Illustration of panel installation

- Applies technologies such as extruded geometry to prevent joints from shifting
- **No sandbags required**
- **Easy installation requires only one person**

Cautionary note concerning forward-looking statements

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

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