



Aluminum lightens the world

アルミでかなえる、軽やかな世界

UACJ Group Vision and Value-Creation Strategy

Contributing toward the vision through growth
and new businesses from enhanced materials

Miyuki Ishihara
Representative Director, President

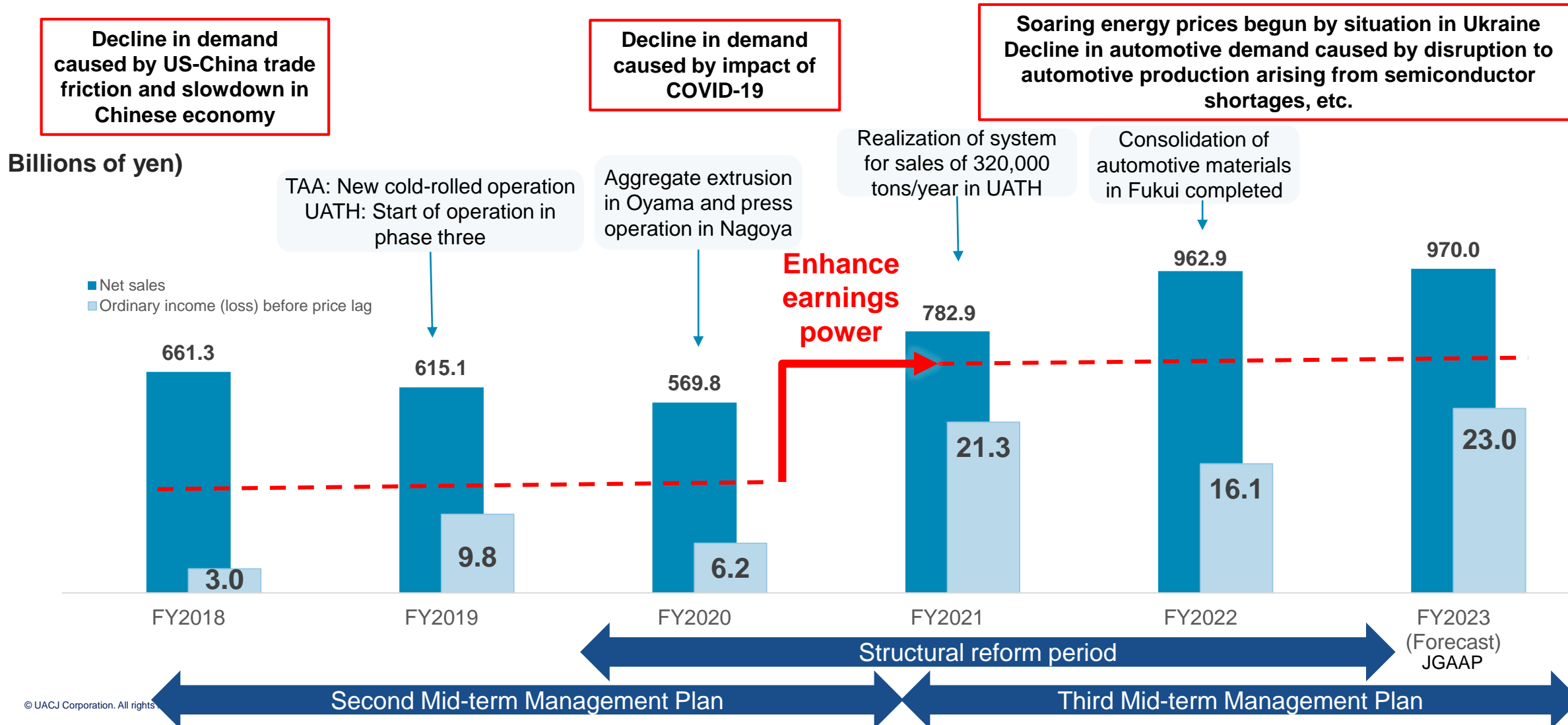
June 7, 2023

UACJ Corporation



Culmination of Third Mid-term Management Plan

As well as steadily increasing earnings power, we have transformed “the structure of the company into one that can respond promptly to changes in the external environment”



UACJ Group Philosophy

Contribute to the realization of a sustainable and prosperous society while offering new value with technology that draws out the potential of materials



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 Way



UACJ's Sustainability

UACJ pursues material issues that should be prioritized for the sake of sustainable growth together with society

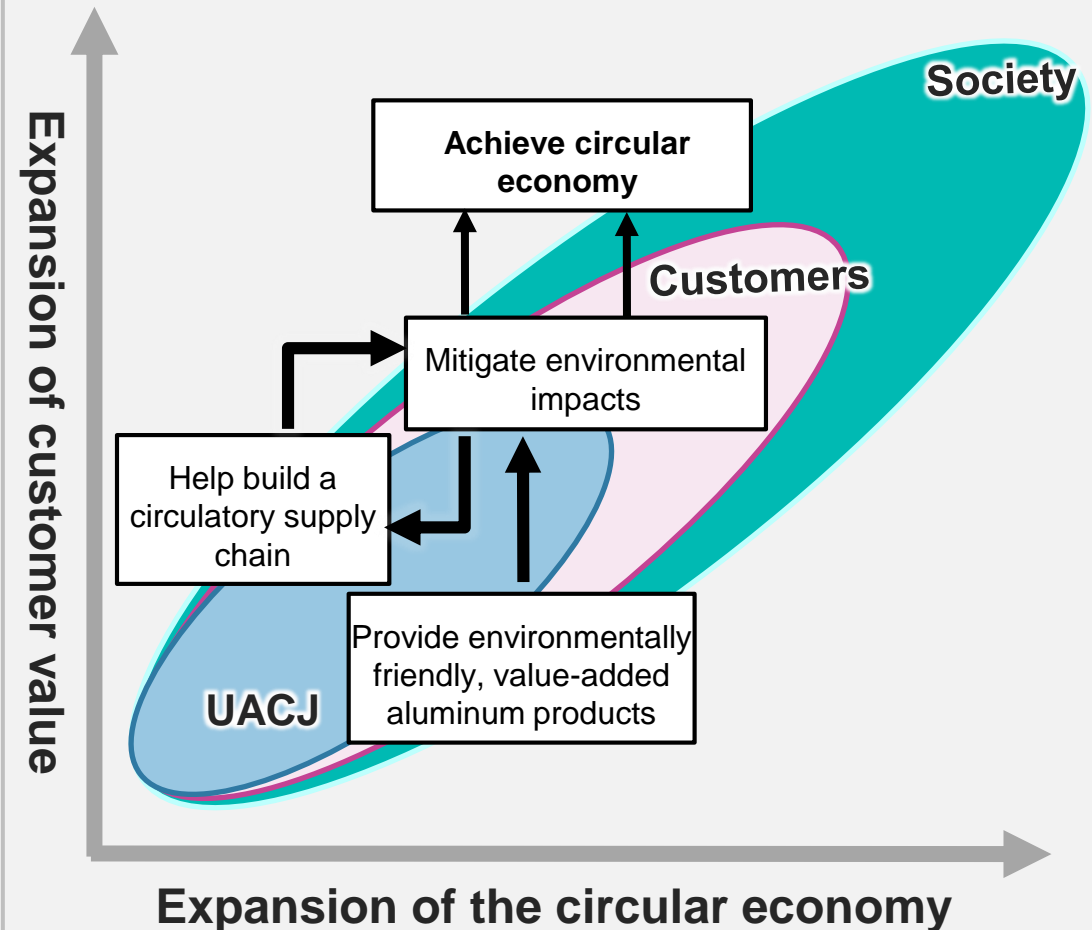
Material issues	Reasons	Evaluation criteria
Response to climate change	The UACJ Group will apply technologies that take advantage of aluminum's recycling characteristics throughout the supply chain, which will contribute to reducing CO2 emissions not only from its business activities but throughout society.	Reduction in CO2 emissions throughout supply chain
Product quality and responsibility	This is the source of our competitiveness as a manufacturer, and directly leads to the sustainability of society and the Group.	Number of serious quality defects Number of customer complaints due to faulty materials
Occupational health and safety	A safe and healthy workforce is the foundation for operations for manufacturers in terms of business continuity.	Number of serious workplace accidents Frequency of workplace accidents resulting in injury or death per million working hours
Respect for human rights	As a global company, respect for the rights of Group employees and business partners is fundamental for business continuity.	Goals to be set based on results of executing due diligence, and an action plan to be carried out Percentage of employees that participate in training on codes of conduct, human rights and harassment
Diversity and equal opportunity	The diversity of employees and ensuring equal opportunities in hiring and compensation is essential for future growth.	Percentage of women in management positions (including directors and officers)
Human resources development	The Group believes that the development and mastery of skills by employees is the source of value creation and is essential to future growth.	Percentage of plans of successor candidates implemented Number of children and young people who participate in educational activities related to priority areas



Promote Circular Economy through the Provision of Value-added Services

By adding value to aluminum materials, promote the circular economy and expand customer value

Growth of the circular economy and expansion of customer value

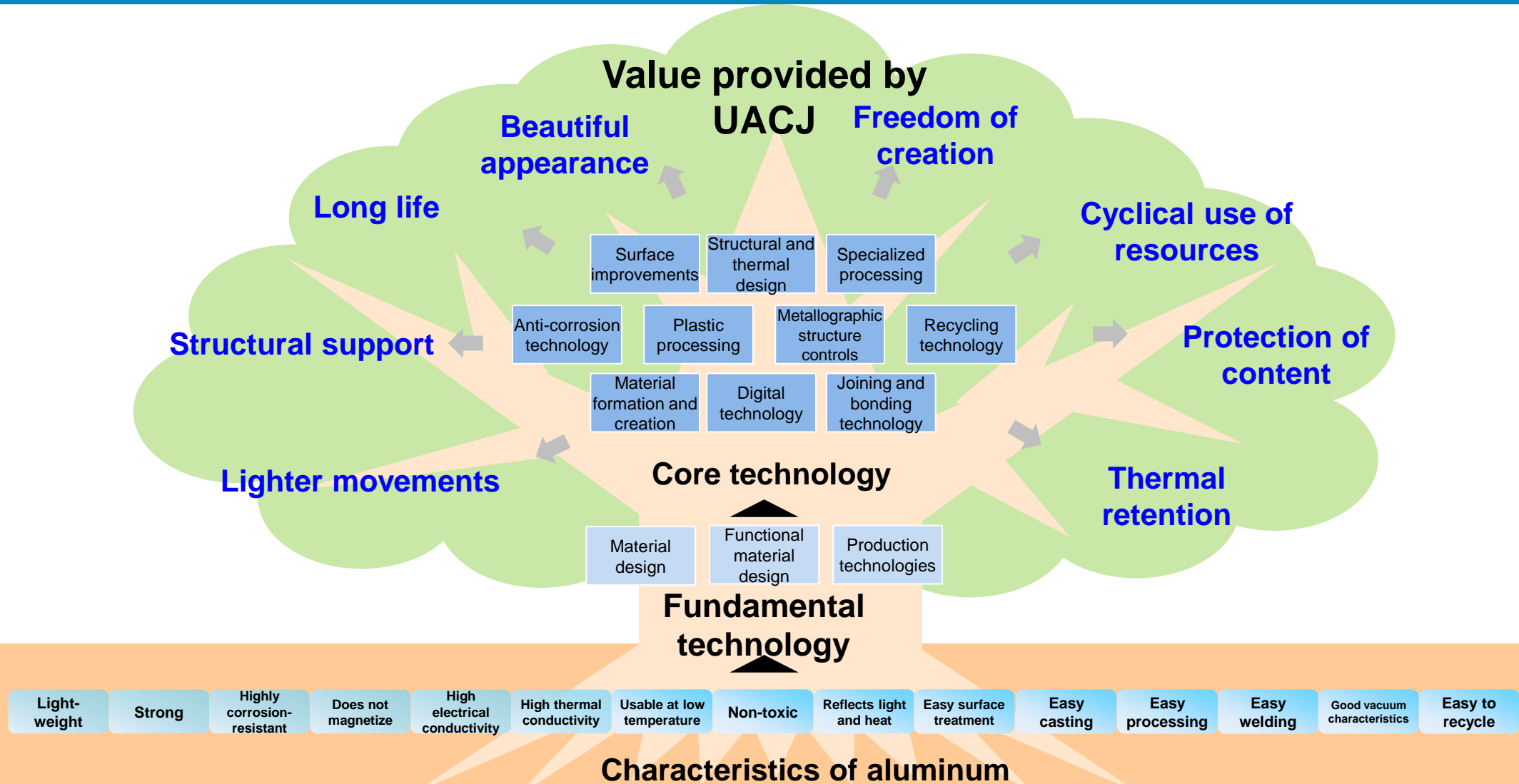


<UACJ's strengths>

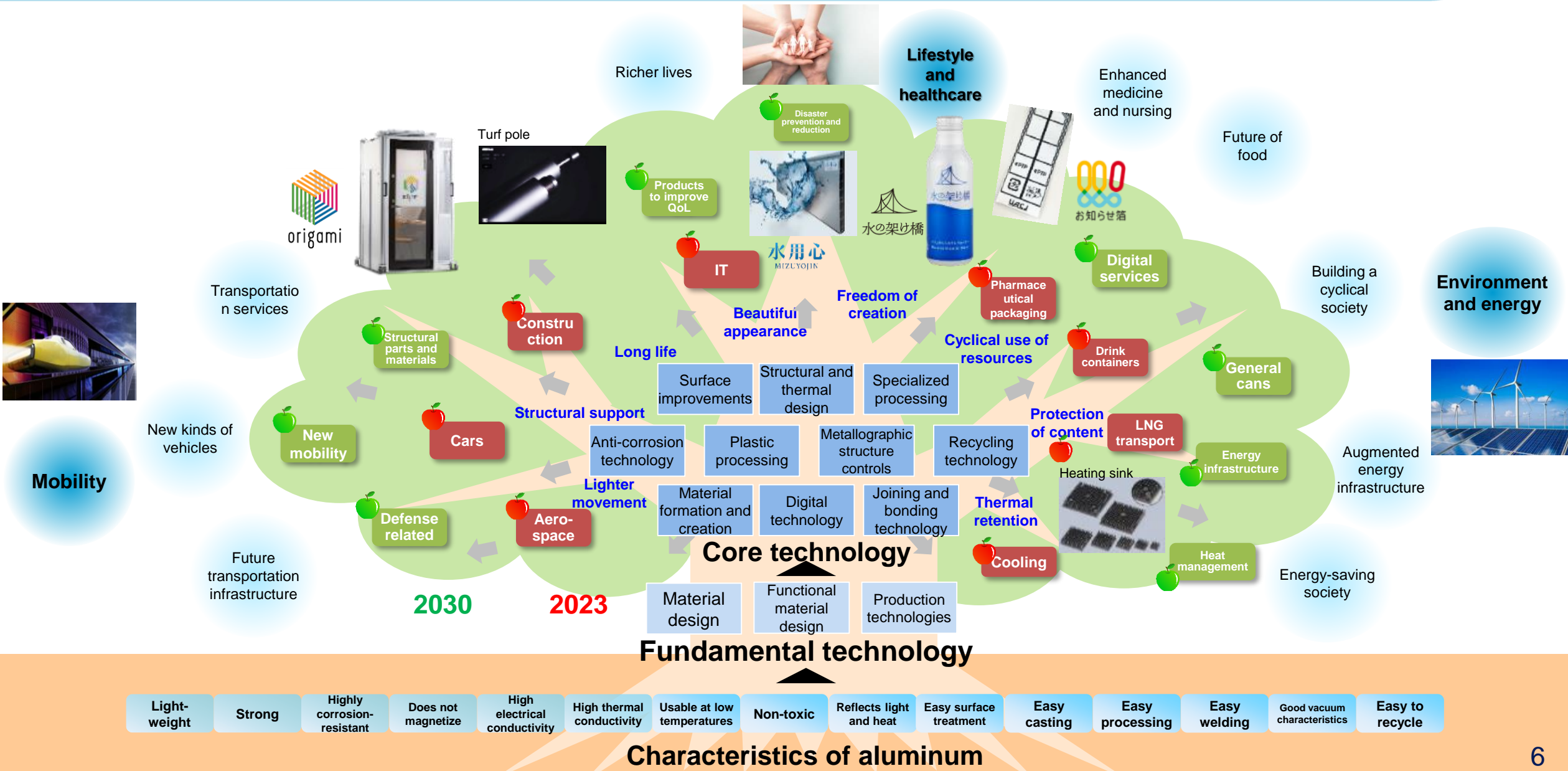
- ◆ Strong customer base, and ability to accommodate a wide variety of products and applications
 - **A base of more than 600 customers** in the flat-rolled products business alone
 - Ability to provide the optimal product for the customer's needs through **a lineup of more than 1,000 products** (flat-rolled products business alone)
 - Collective strength derived from **links between six main businesses** allows a wide range of needs to be accommodated
- ◆ Three-point global network for production and sales (aluminum flat-rolled products business)
 - Global can stock supply structure that leverages provision via **a three-point global network**
 - Local production/local consumption model centered on strong customer bases (Japan/US)
- ◆ Distinctive facilities and technical capabilities that can accommodate a variety of needs
 - Rich and varied experience and range of technology in the manufacture of aluminum products
 - Alloy and process design technology that enables the optimal material to be manufactured with the highest efficiency
 - Network of distinctive manufacturing facilities located throughout Japan, the Americas and Asia

Value generated by UACJ technology

Leveraging technology to draw out potential of materials to provide fundamental value to society

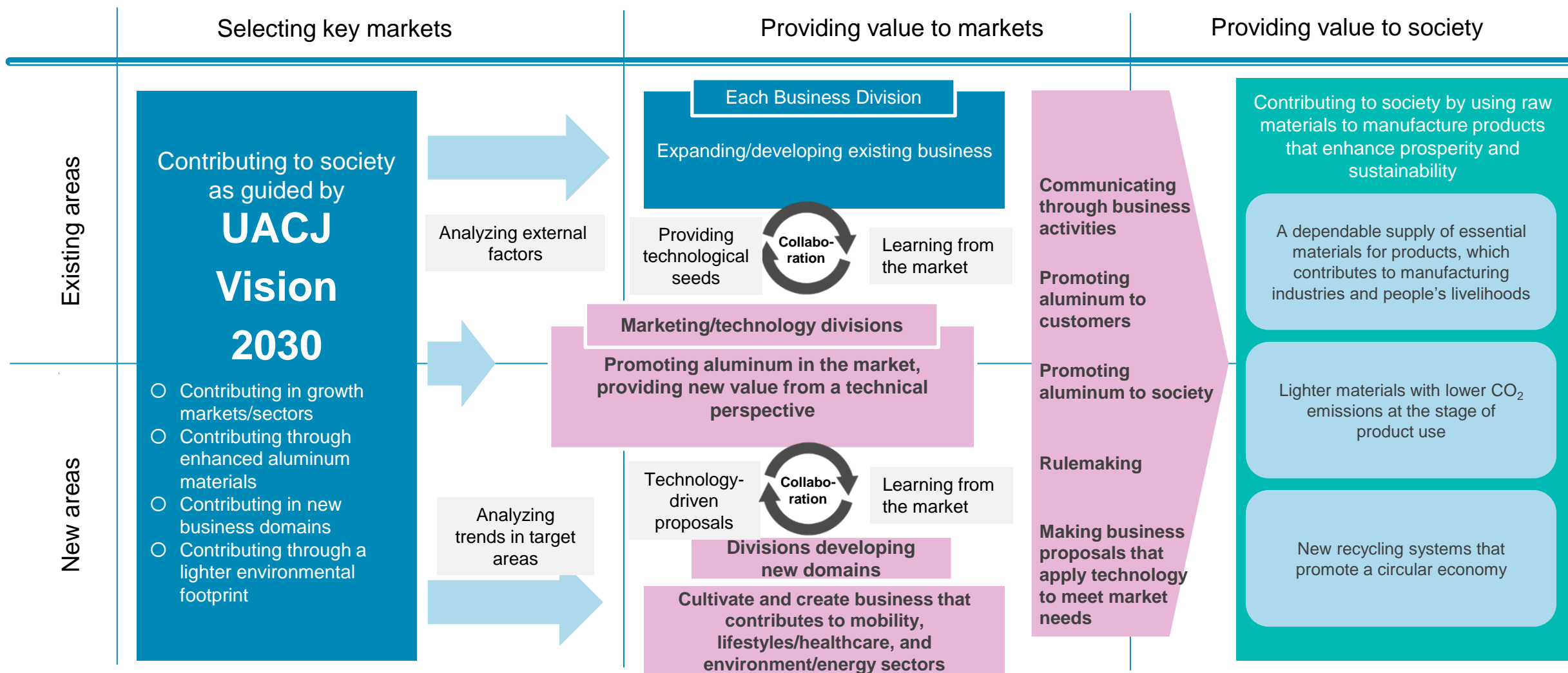


Expanding UACJ's business fields and the possibilities of aluminum UAC



Basis of creating new business areas

Changing our market approach to make aluminum a preferred material



Solving social issues

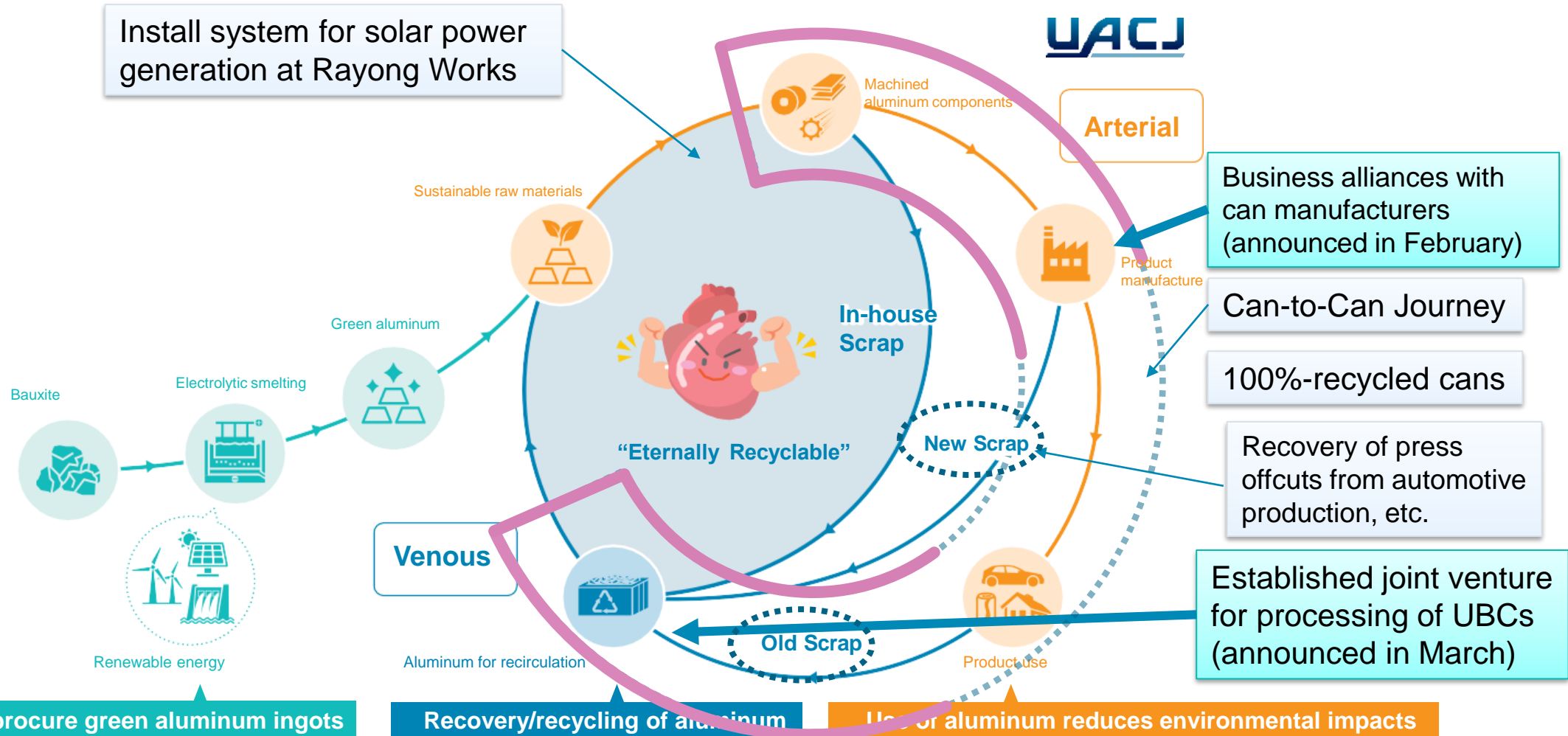
Facing the mountain of social issues and using aluminum in all ways possible for a lighter future



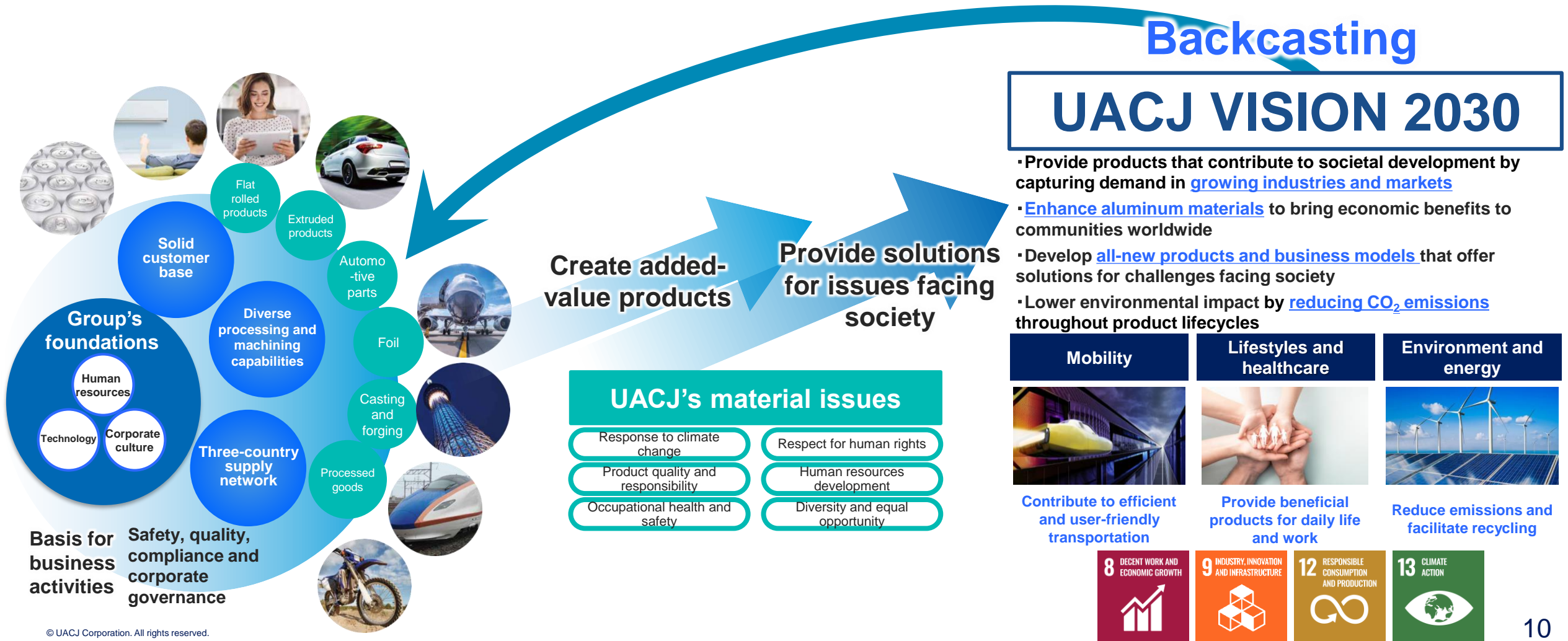
Sustainability
Management

Creating a cyclical supply chain

UACJ at the core of a circular supply chain, continuing to provide environmental value through aluminum



Building a sustainable world by using aluminum to reduce environmental impact



Backcasting

UACJ VISION 2030

- Provide products that contribute to societal development by capturing demand in [growing industries and markets](#)
- [Enhance aluminum materials](#) to bring economic benefits to communities worldwide
- Develop [all-new products and business models](#) that offer solutions for challenges facing society
- Lower environmental impact by [reducing CO₂ emissions](#) throughout product lifecycles

Mobility



Contribute to efficient and user-friendly transportation

Lifestyles and healthcare



Provide beneficial products for daily life and work

Environment and energy



Reduce emissions and facilitate recycling





Aluminum lightens the world

アルミでかなえる、軽やかな世界