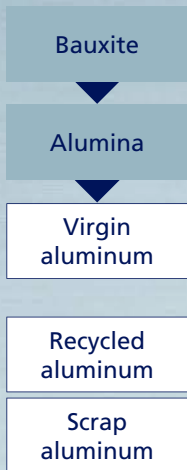


## Aluminum's diverse benefits

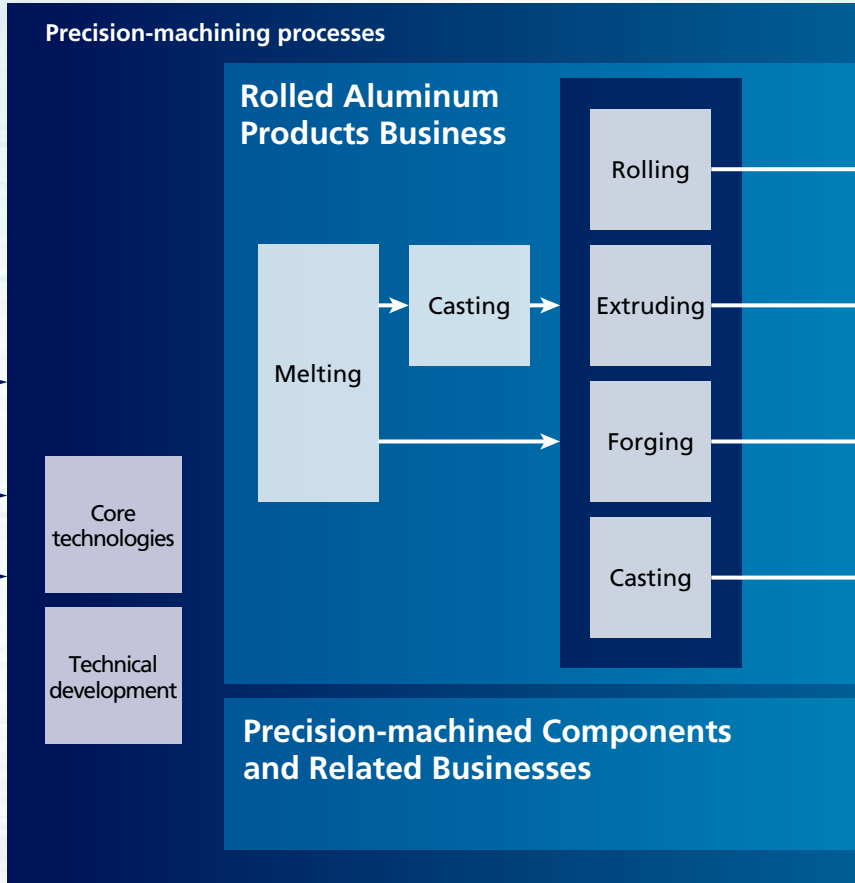
### Smelting process



### Benefits of aluminum

- Highly resistant to low temperatures
- Excellent electrical conductivity
- Reflects light and heat
- Resistant to corrosion
- Lightweight
- Non-toxic
- Easy to cast
- Strong
- Easy to recycle
- Attractive in appearance
- Comparatively non-magnetic
- Easy to machine and process
- Excellent heat transmittance

## The UACJ Group's wide-ranging precision-machining processes



## UACJ's strategies

Mid-term management plan (pages 21 – 22)

Structural reforms (pages 23 – 26)

## UACJ's strengths and basis for growth (pages 45 – 47)

### Human capital

- A diverse workforce of about 10,000 employees in 10 countries of the world
- Expertise in occupational safety

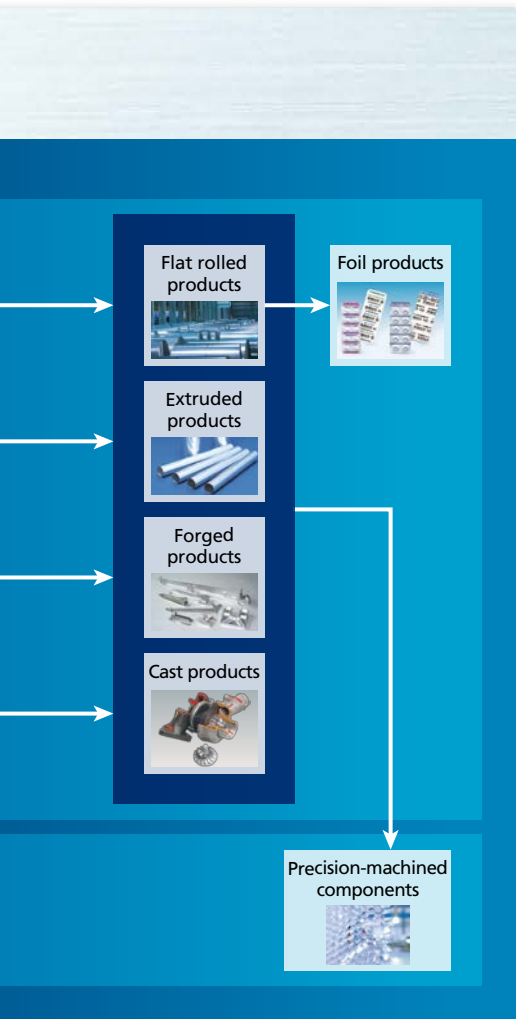
### Intellectual capital

- Over 100 years of accumulated expertise in aluminum

### Manufactured capital

- More than 1.5 million tons of annual production capacity
- Manufacturing facilities are among the world's largest, including a hot-rolling mill totaling 400m in length and 4.3m wide

# The recycling of aluminum helps reduce CO<sub>2</sub> emissions and facilitate more effective use of resources



## UACJ's management foundations

Corporate governance (pages 35 – 38)  
 Risk management (pages 41 – 44)

### Social capital

- Tie-ups with leading research institutes around the world

### Natural capital

- Aluminum loses little value as a resource, even after recycling

### Financial capital

- Ability to generate cash flows by leveraging production capacity to meet strong global demand

### Automobiles



### Aviation and aerospace



### Transport ships



## For a variety of industries around the world

### Beverage cans



### Pharmaceutical and food products



### IT devices



### Construction

