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Synergistic Collaboration

Mechanisms for Creating Added Value

Joji Kumamoto

Director, Managing Executive Officer

May 28, 2024

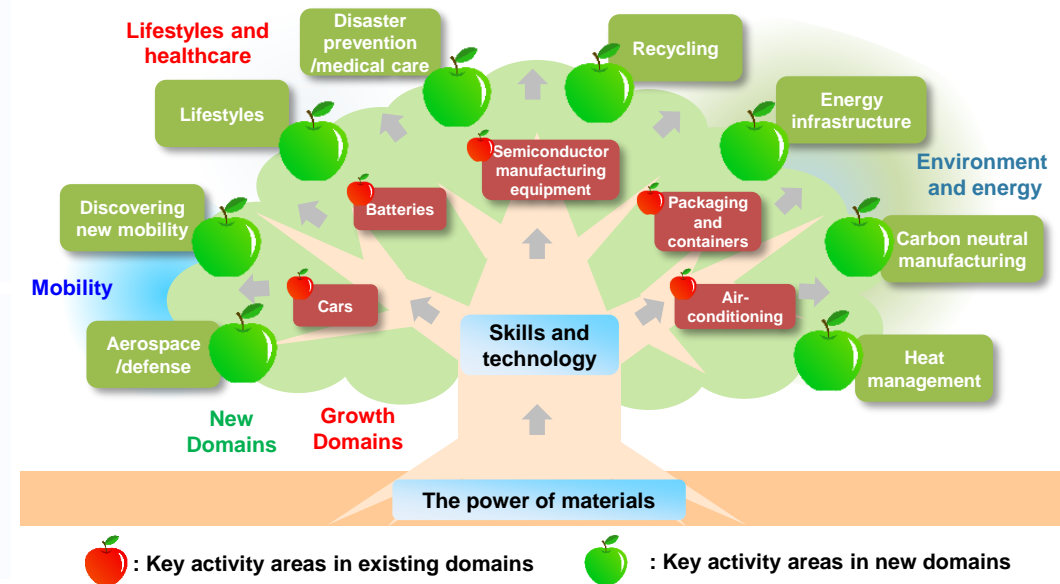
UACJ Corporation



Fourth Mid-Term Management Plan Major Policies

Collaborating to create business synergies

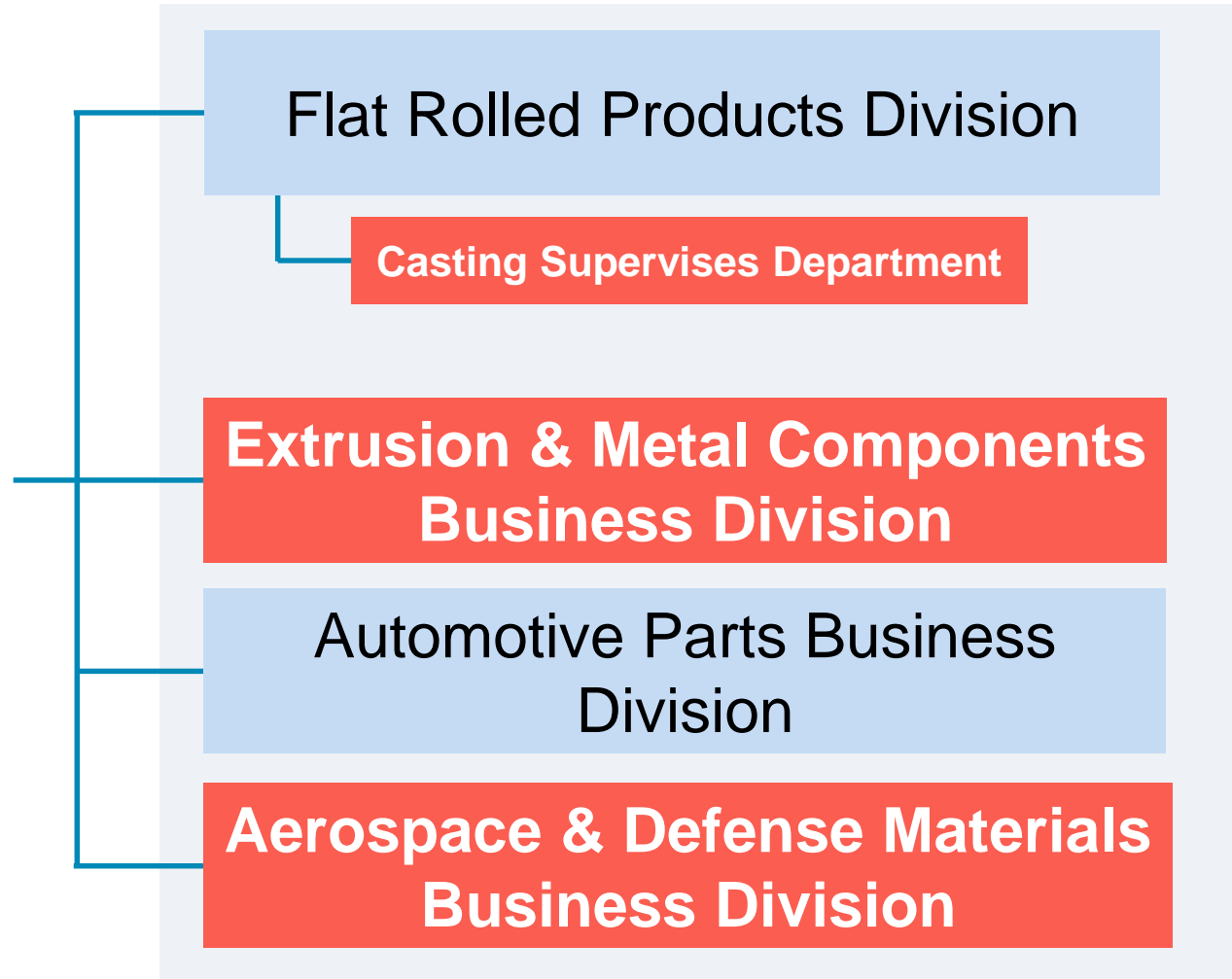
1	Strategies for growth and added value	<p>Maximize revenue and improve profitability through increased value creation</p> <ul style="list-style-type: none"> ① Promote recycling ② Expand materials plus processing businesses ③ Contribute to supply chain stability in advanced fields ④ Expand new domains
2	Strengthening operational resilience	<p>Strengthen our agile and flexible structure</p> <ul style="list-style-type: none"> ① Build capability to address environmental changes ② Increasing asset efficiency ③ Automation (improving safety/productivity)
3	Strengthening business foundations	<p>Strengthen foundations supporting value creation and stable business operations</p> <ul style="list-style-type: none"> ① Attract and develop diverse talent and increase engagement ② Acquire, strengthen, and leverage intangible assets such as technologies and brands ③ Use digital technologies to strengthen competitiveness and organizational capabilities ④ Strengthen proposal capabilities by further promoting collaboration and cooperation among businesses/divisions and with the supply chain and value chain



Maintain and strengthen basic UACJ principles

Conduct business in line with the UACJ Way
Health, safety, quality, compliance, governance

New organizations aimed at leveraging our collective capabilities



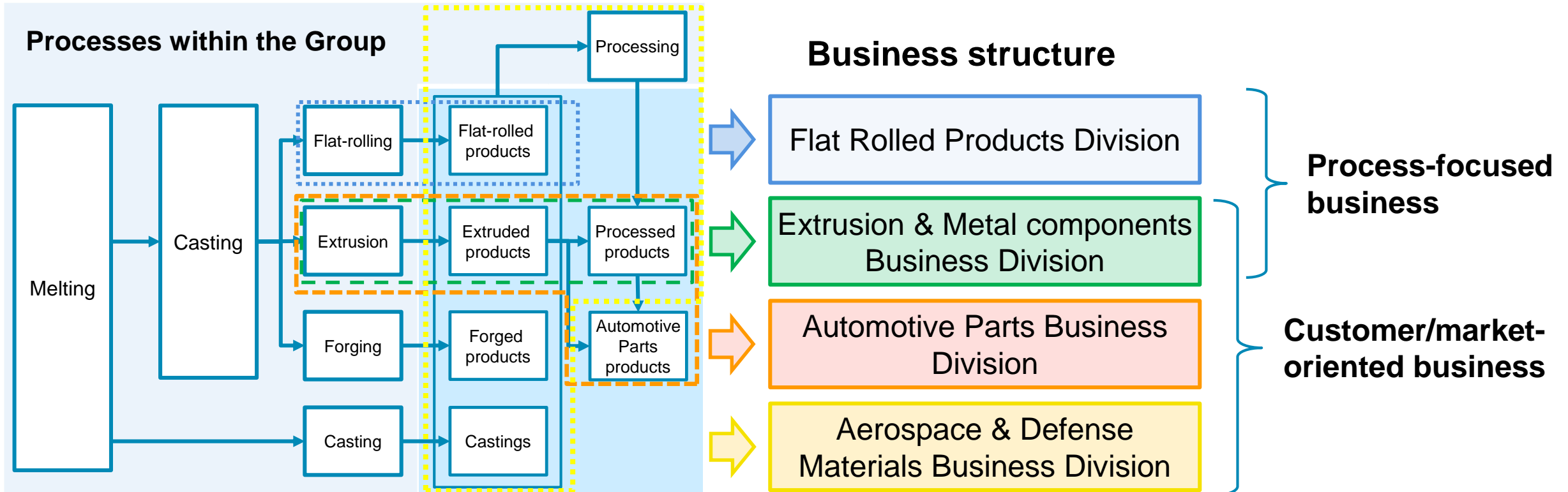
Operations will begin on October 1, 2024.

As announced on March 28, 2024: <https://ssl4.eir-parts.net/doc/5741/announcement9/98004/00.pdf>

New organizations established to align our capabilities along two axes

- Traditionally oriented business
- Customer/market-oriented business with a retention process

Expand scale by capturing demand, expand the value creation of value-added materials




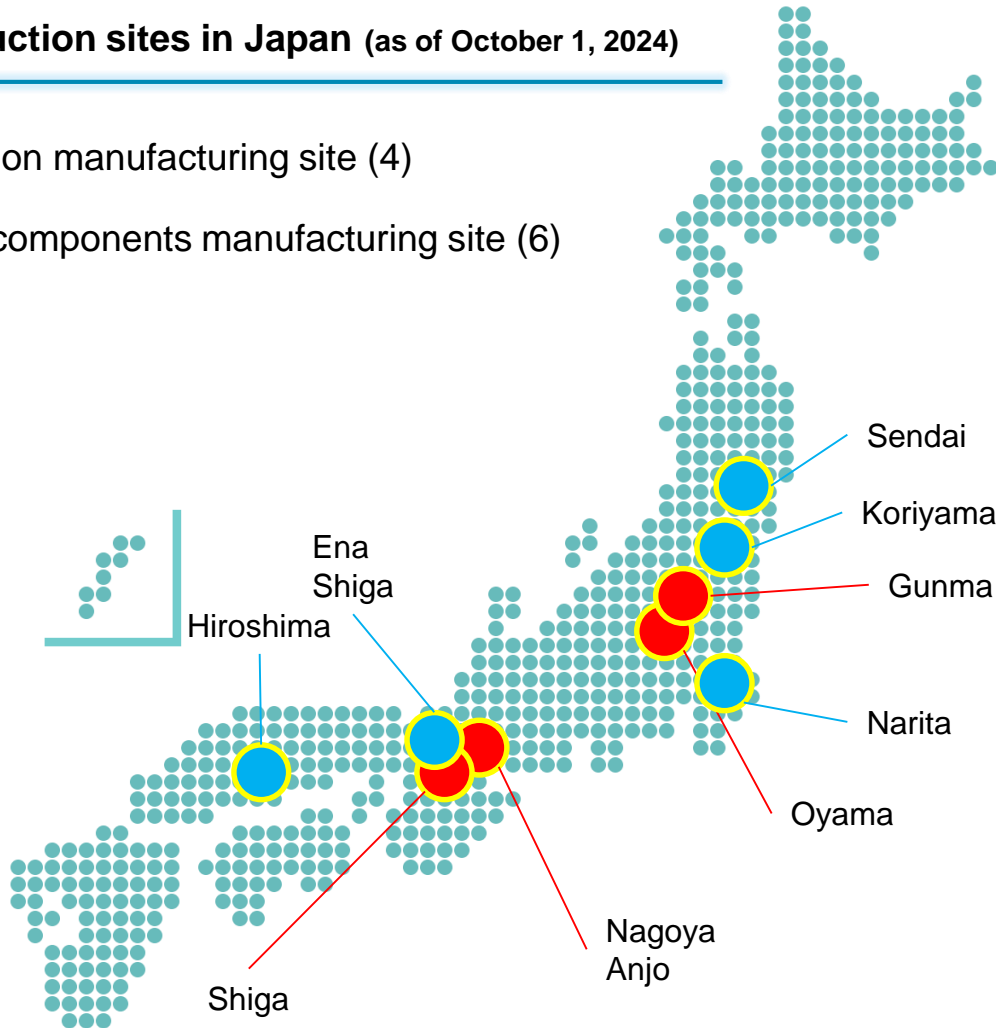
Extrusion & Metal Components Business Division

Collaborating to create business synergies

Main production sites in Japan (as of October 1, 2024)

 Extrusion manufacturing site (4)

 Metal components manufacturing site (6)



High-strength aluminum alloy extrusions (quenched extrusions)



High-strength 7000 series alloy for alumite processing



Side frames



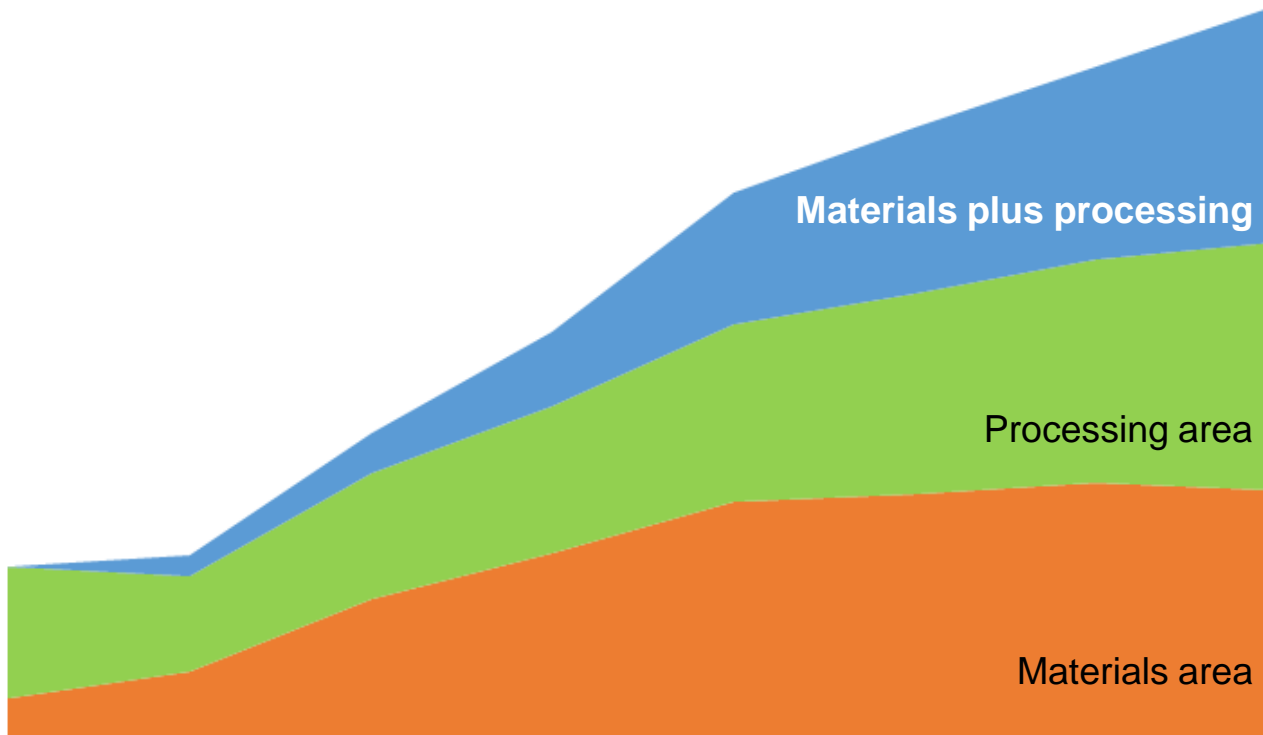
Architectural honeycomb panels

Materials in the Extrusion & Metal Components Business Division: Demonstrating Our Value-Added Stance

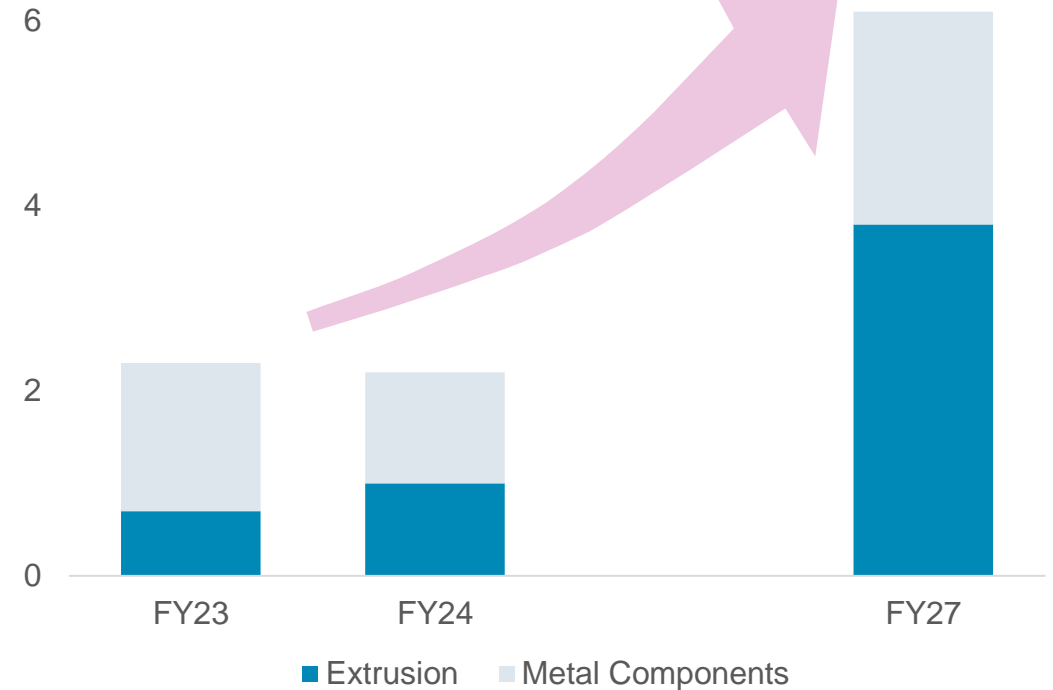


Business profit
**6 billion yen
or more**

Envisioned expansion of the basis of our business

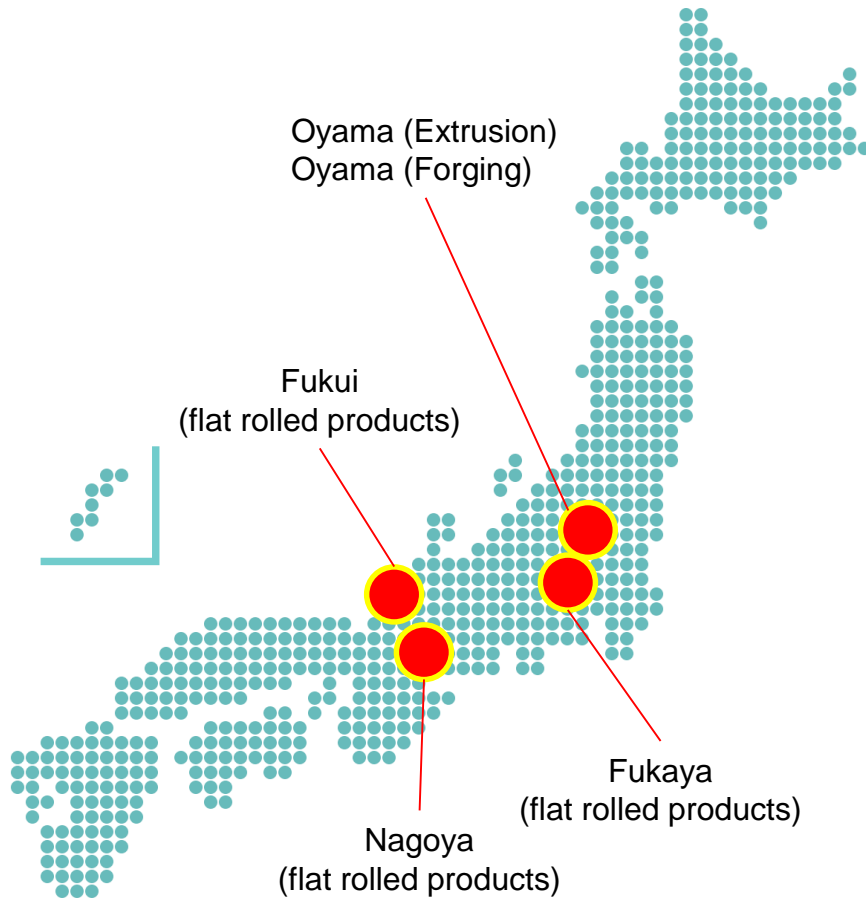


Business profit targets in the fourth mid-term plan (billion yen)

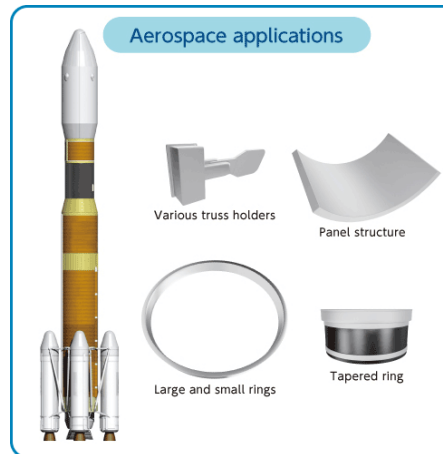


Aerospace & Defense Materials Business Division

Main production sites in Japan (as of October 1, 2024)



Builds on our casting and forging business as a new one-stop source for services provided by various Group sites involved in aerospace and defense-related business
Currently gearing up for launch on October 1, 2024

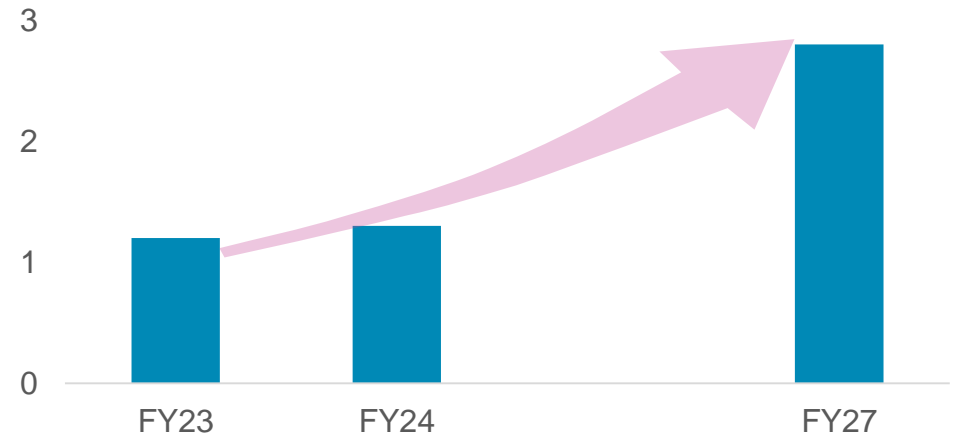


These and other national developments are guiding us in positioning certain areas as **key/growth sectors**

- Active participation in space industry and development projects
- Supporting supply chain stability in advanced fields, in line with measures to strengthen economic security
- Resumption of domestic production of commercial aircraft



Business Profit Plan (billion yen)



Organizational Structure to Promote Recycling: Central Role in a Circular Economy

Promoting higher recycling rates and casting process optimization at four sites' casting facilities

Expectations of casting resource integration (Oct. 1)

To accomplish through site collaboration

- **Optimization (maximization) of slab/billet production**
- **Optimal (increased) use of active materials and scrap**
- **Technology sharing**

To accomplish through collaboration between manufacturing and sales

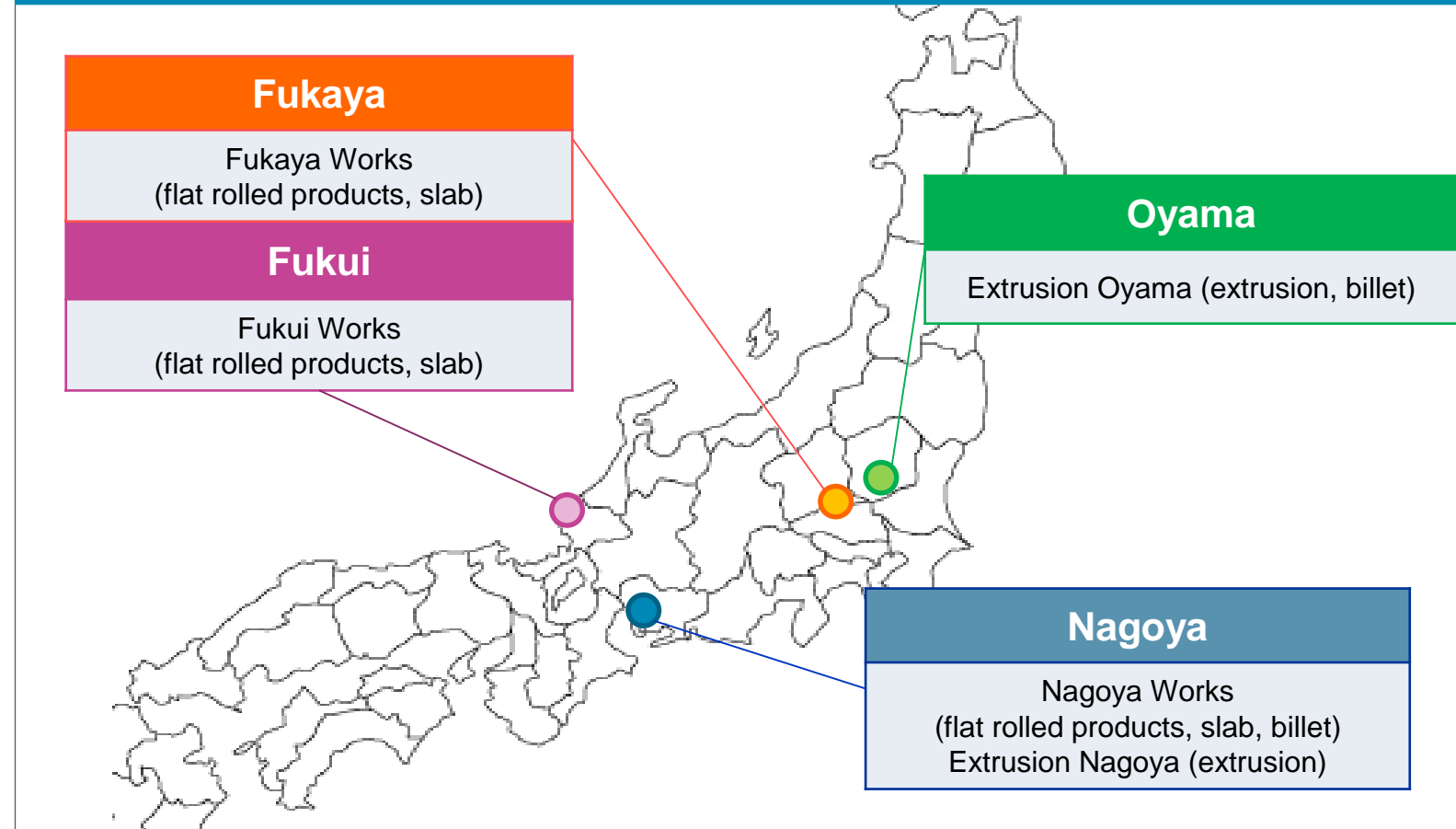
- **Development of recycled products**
- **Promoting value to customers**
- **Recycling customer scrap**

(Overview of October 1 reorganization)

UACJ Extrusion Nagoya (Nagoya Works) UACJ Extrusion Oyama (Oyama Works), UACJ Foundry & Forging, and UACJ Extrusion will be integrated into UACJ.

A newly established department to supervise casting within the Flat Rolled Products Division will oversee optimization of casting processes among sites, including Oyama.

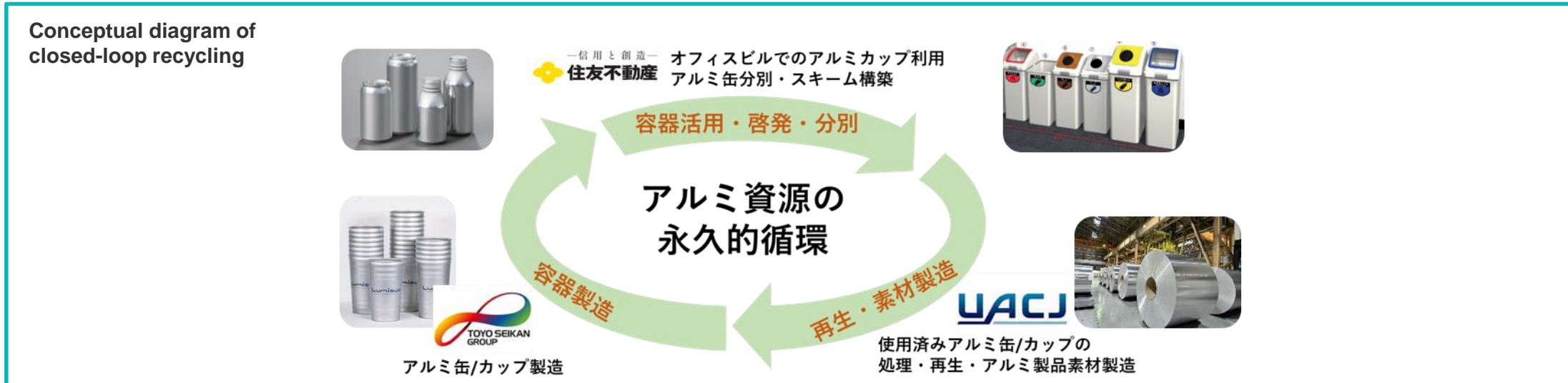
Production network in Japan with casting facilities



Strengthening the Foundation for Value Creation: Another Approach in Promoting Recycling

Working in collaboration with Sumitomo Realty & Development and Toyo Seikan Group Holdings, we are building a supply chain for closed-loop recycling of aluminum cans to help achieve a circular economy

Working in collaboration with Sumitomo Realty & Development and Toyo Seikan Group Holdings, we are building a supply chain for closed-loop recycling that reclaims used aluminum cans for raw material. After conducting tests in 2023, we began operating this project at Tokyo office buildings owned by Sumitomo Realty & Development in April 2024.



Achieving closed-loop recycling

- Would keep to an absolute minimum the impact of the international situation on resource prices by promoting the replacement of aluminum ingots, all of which are imported, with recycled ingots
- Would contribute to domestic recycling of precious resources and cut emissions of greenhouse gases

Realizing the dream of permanent domestic recycling of resources would help significantly reduce environmental impacts



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