



UACJ Corporation

Sustainability Briefing 2025 (Presentation)

November 26, 2025

Event Summary

[Company Name]	UACJ Corporation	
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[Participants]	62	
[Number of Speakers]	4	
	Shinji Tanaka	Representative Director, President
	Midori Narita	Executive Officer, Chief Executive, Corporate Sustainability Division
	Sachio Urayoshi	Executive Officer, Chief Executive, Business Support Division
	Kaoru Ueda	General Manager, IR, Finance Department

Presentation

Ueda: It is now time for us to begin the briefing. Thank you for taking time out of your busy schedule today to attend the UACJ Sustainability Information Session.

I am Kaoru Ueda, General Manager of Investor Relations and Finance Department, and I will be the moderator today. Thank you very much for your cooperation.

This briefing will be conducted using the explanatory materials available on our website. If you do not have the materials at hand, please visit our website.

We would like to give you a reminder before we begin our briefing session. For the record of the proceedings, this briefing is being recorded/recorded. The content of the briefing will be posted on our website at a later date. We ask that attendees refrain from recording or videotaping the meeting.

Although forward-looking information may be provided in this presentation, such information is only our current forecast. Please note that a variety of factors may cause actual results to differ materially from these forward-looking statements.

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, Corporate Sustainability 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 parttime) Makiko Akabane, Director, Member of the Board (outside and parttime)	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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Here is today's program.

As you can see on the screen, our board members will be giving three presentations in the first half of the meeting. The second half of the meeting will then be a roundtable discussion between the president and outside directors, which will conclude with a Q&A session.

Let us now begin today's program. First, Mr. Shinji Tanaka, President and Representative Director of the UACJ, will deliver his opening remarks and explain “the role of aluminum and UACJ's contribution.”

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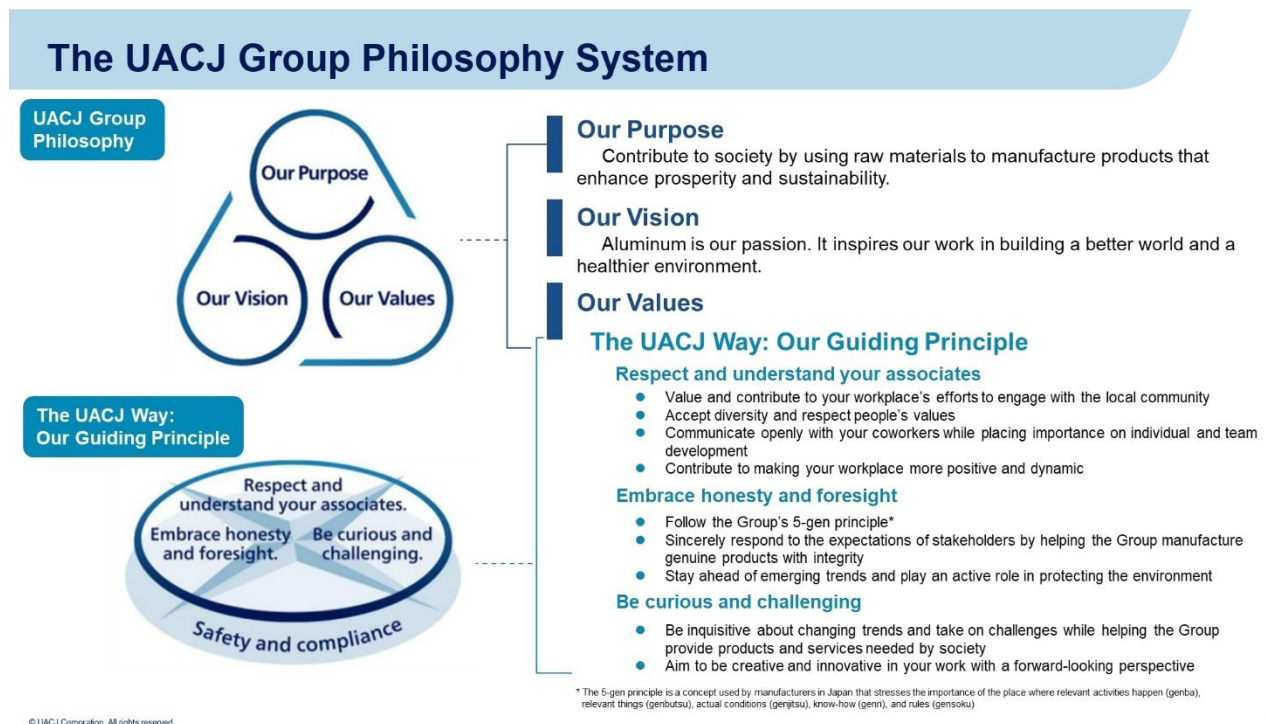


Mr. Tanaka, thank you for your time.

Tanaka: Good morning again. My name is Tanaka. Thank you very much for taking time out of your busy schedule today to attend the UACJ Group sustainability briefing.

Today, I would like to explain how we at UACJ pursue both economic and social value, and aim to continuously improve our corporate value, in terms of our philosophy, vision, and strategy.

Let me begin by explaining the theme of “role of aluminum and UACJ's contribution.”



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This is the corporate philosophy of the UACJ Group, which we have presented to you many times.

Under our corporate philosophy of “contribute to a prosperous and sustainable society with technologies that bring out the innate power of materials,” we have defined our vision and values as follows.

Regarding our values, we have established the “UACJ way” shown here as a guideline for our actions toward our philosophy.

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

Building a sustainable world by using aluminum to reduce environmental impact



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This is the long-term vision for 2030 that we presented in May 2021.

We aim to make the four contributions shown on the right side of this slide toward the year 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. And to reduce environmental impact throughout product life cycles.

We will work to maximize the power of aluminum in the areas of mobility, lifestyle/healthcare, and environment/energy.

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Corporate Philosophy and Sustainability Policy



**Promoting De-Ay*: means fostering a culture of opportunity and fair evaluation based on our Value within the UACJ Group philosophy.
 **UACJ's Fundamentals: means the fundamental elements for our sustainable business continuity.

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 reworded 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.

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Based on our vision of “passing down a brighter world over the next century,” we have established the Basic Sustainability Policy as the foundation of our activities, and the entire company is working together to implement it.

We compared the light world that we, the UACJ Group, should aim for to the north and south of the compass. We have identified three important materialities, three environmental issues, and two social issues that must be resolved in order for the UACJ Group to remain sustainable with society. By placing them to the north and south of the compass, respectively, we indicate the direction that the UACJ Group should aim for.

Today, Ms. Narita, Chief Executive of the Corporate Sustainability Division, and Mr. Urayoshi, Executive Officer of the Business Support Division, will explain our initiatives, focusing on the environment and people.

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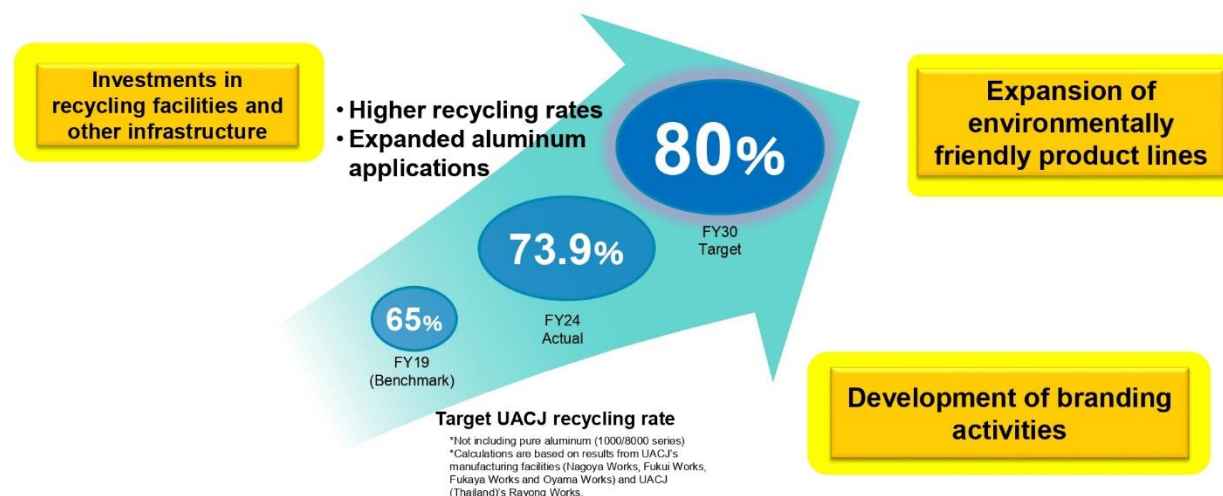
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Development of Environmentally Friendly Products and Progress in Recycling Initiatives

Pursuing the potential of aluminum and accelerating environmental efforts



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Of the three environment-related materialities, the central one is driving a circular economy in aluminum.

The promotion of the circular economy, which also contributes to climate change countermeasures and nature positivity, aims to achieve recycling rate of 80% by FY2030, using the UACJ recycling rate as an indicator. The UACJ recycling rate for FY2024 reached 73.9%, and we are making good progress in this area.

We are accelerating our efforts throughout the supply chain, including the establishment of new recycling facilities in Japan and overseas, the expansion of environmentally friendly products such as general-purpose aluminum sheet using new green ingots, and the development of branding activities under the ALmitas⁺ SMART brand.

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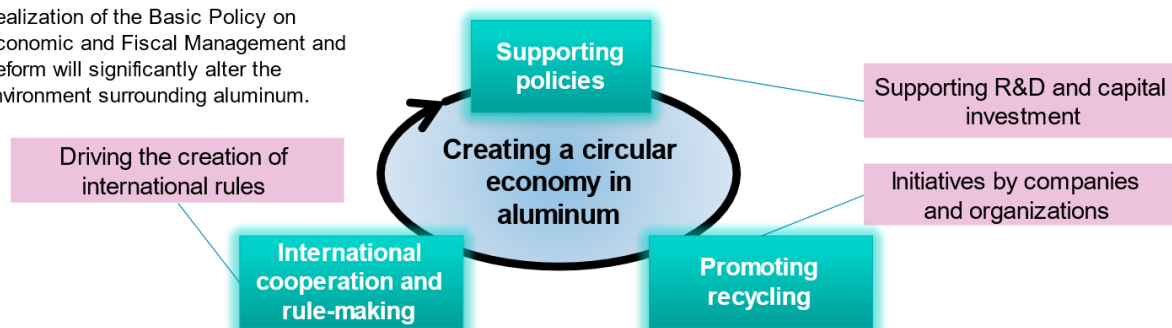
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Aluminum Appears in Japan's Basic Policy on Economic and Fiscal Management and Reform

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 disposal and recycling of solar panels, and will support the R&D for and capital investment 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)

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Next, I will discuss national policy trends and UACJ's strategy.

June 2025, the Cabinet approved the “Basic Policies for Economic and Fiscal Management and Reform 2025,” the so-called the Honebuto Policy. In this context, the promotion of GX and the expansion of the circular economy are positioned as national strategies. Aluminum was introduced for the first time as an important material for solving social issues. This is a very big turning point for us at UACJ and a very strong tailwind.

Aluminum is truly a sustainable material, combining light weight, high strength, and high recyclability. With technology that maximizes the power of this material, we at UACJ are in a position to contribute even more deeply to solving social issues with the support of policy.

Specifically, it is expected to examine recycling systems, provide various types of support for the recycling of aluminum and other metals, and promote international cooperation and rule formation. These developments will further accelerate our efforts to build a recycling-oriented society for aluminum.

UACJ will work with this policy more than ever to contribute to the realization of a sustainable society from both production and recycling perspectives.

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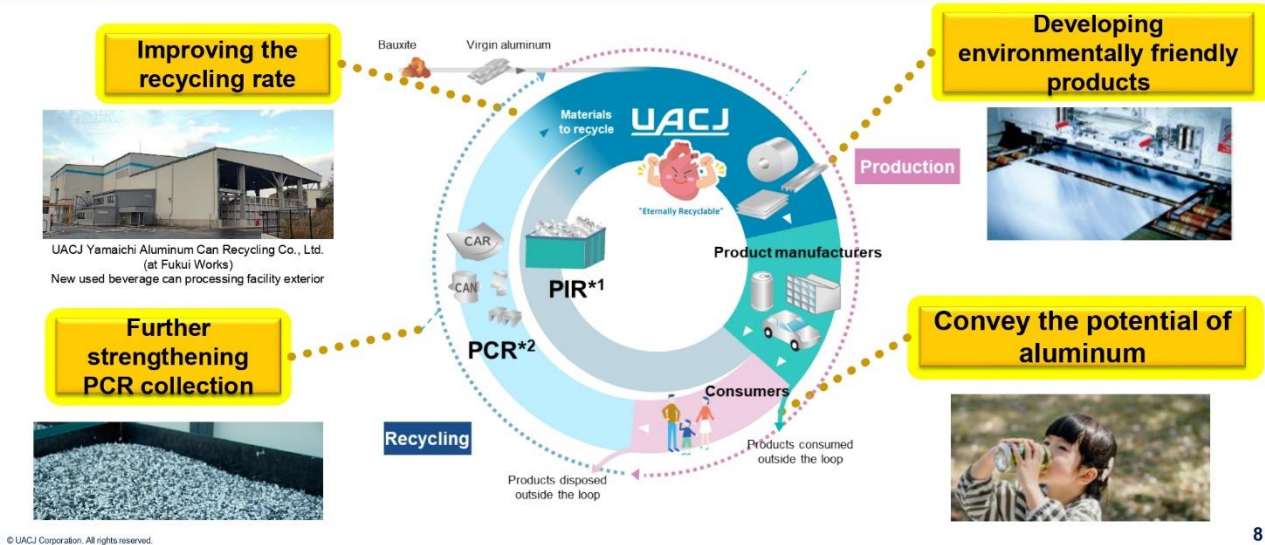
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Driving Expectations for Aluminum

To strengthen and expand the circle of the circular economy

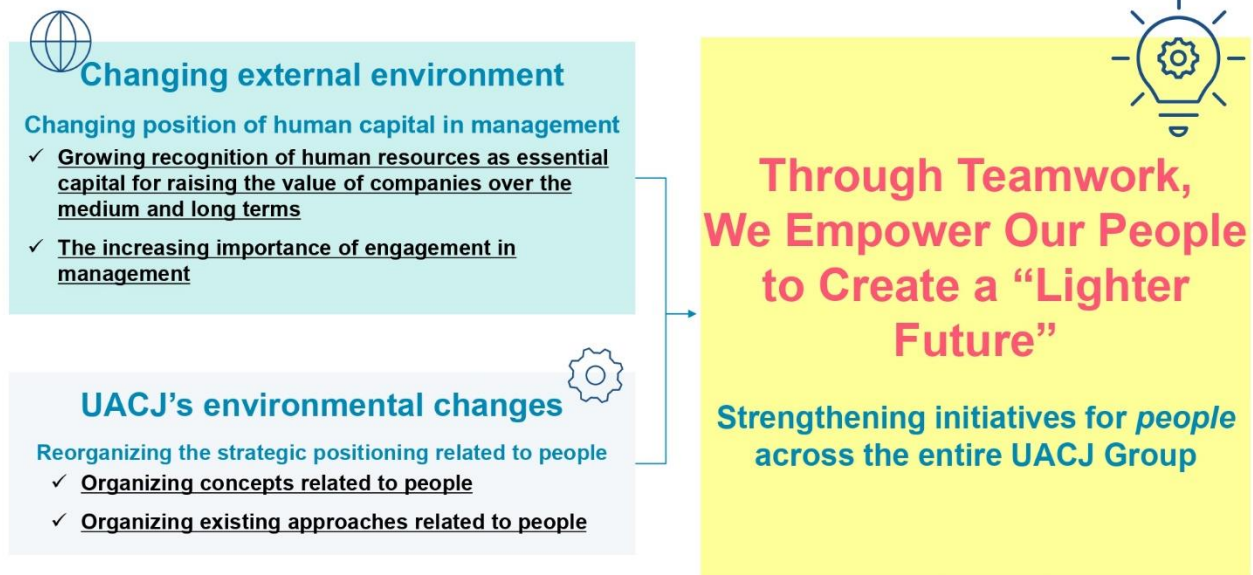


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Aluminum is a material with infinite possibilities to be reborn over and over again. While taking advantage of these characteristics, we aim to make the circle of the circular economy thicker and larger.

Therefore, UACJ will go beyond being a mere materials manufacturer and aim to both “maximize environmental value” and “create economic value.” We will always drive the realization of a recycling-oriented society for aluminum, keeping in mind domestic and international policy trends.

UACJ's Approach to Human Capital Management



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We will now explain UACJ's approach to human capital.

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We believe that the source of our corporate value is our people. In the face of dramatic changes in the external environment, the UACJ Group has once again become keenly aware of the importance of engagement and well-being.

Based on this recognition, we have redefined our fundamental approach to human capital and the ideal form of human capital management, and formulated a people statement to guide us. This will promote the concept of human capital on a full-scale, company-wide basis.

“Through teamwork, we empower our people to create a lighter future.” This phrase embodies our strong conviction that every employee who shares the UACJ Group's philosophy is a key player in shaping the future, and that their collective strength is the source of our company's sustainable growth.

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.



We have been working honestly on initiatives related to people, and have now compiled UACJ's People Statement and overall vision of human capital management as the Group's aspirations.

On the left is the UACJ People Statement, which summarizes the UACJ Group's approach to human capital. The source of creating the future is people, and the first step is to enhance the well-being of those who work for us, and to become the best team possible. To this end, it is a declaration that we will promote organizational development, human resource development, and the creation of a working environment.

Through management that draws out the strengths of each and every employee, we will constantly create a lighter future.

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UACJ Group's Sustainable Activities



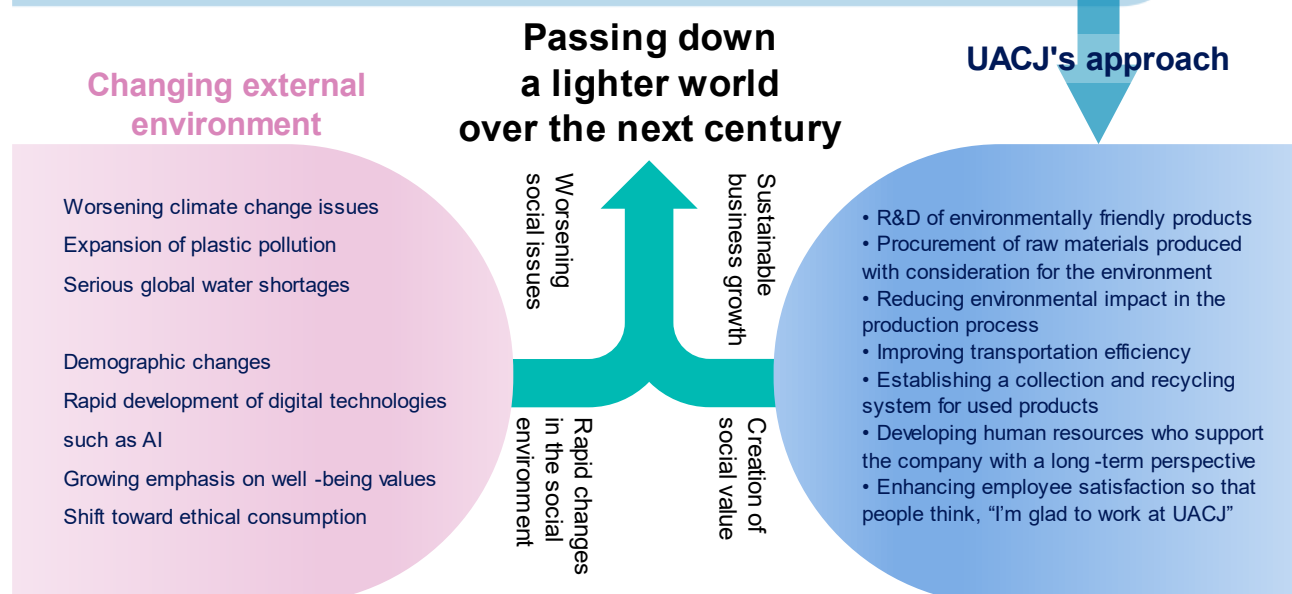
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The purpose of our business activities is not merely the pursuit of economic profit. We aim to continuously create economic value by solving social issues, maximizing environmental value, and contributing to society through environmental consideration, strategic investment in human resources, and social contribution.

UACJ is a company that embodies value creation through its business activities themselves. We will promote social, environmental, and economic growth as a trinity.

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



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We will achieve sustainable growth while creating social value by integrating activities that address societal challenges—such as climate change, resource constraints, and demographic shifts—into our business

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operations. This includes researching and developing low-environmental-impact products, procuring environmentally conscious raw materials, establishing collection and recycling systems for used products, and fostering long-term human resource development.

A company where employees can be proud to work for UACJ. And we will continue our efforts to be a company that our customers and society trust, saying that they are happy to do business with UACJ, and to work toward a lighter world 100 years from now.

That is all for my explanation. Thank you very much.

Ueda: Thank you very much, Mr. Tanaka.

Next, Midori Narita, Chief Executive of Corporate Sustainability Division, will give a presentation titled “Responsible Action on Climate Change Measures:UACJ Group’s Environmental Vision”

Ms. Narita, please.

Narita: My name is Narita, Chief Executive of the Corporate Sustainability Division. Thank you for your cooperation today.

I would like to talk about our efforts to combat climate change, which is one of the social issues that must be solved, and how the UACJ will work toward a lighter world 100 years from now, as our original character, Arumi Yumeno, on the screen here, might envision.

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

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The UACJ Group has identified the following three materialities as important issues to be resolved in the environmental field.

The three main themes of the project are: driving a “Circular economy in aluminum,” addressing climate change, and preserving, restoring, and creating nature, nature positive. These are not independent of each other, but are related to each other, supporting and integrating each other, leading to the UACJ Group's environmental concept of “For a beautiful and bountiful earth that will last for years to come,” we thank for

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our green and blue planet and we pursue the ultimate in aluminum to contribute to the creation of a sustainable society.

For each of these materialities, we have set targets for the UACJ recycling rate, Scope 1, 2, and 3 reduction rates, etc., and are working to reduce our environmental impact.

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:

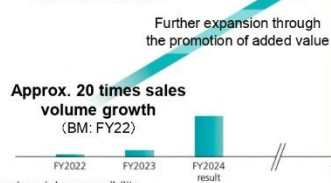
Up to January 2026 PS^{*2} (Fukui Works: Updated audit completed)
Up to March 2028 CoC^{*3}

^{*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

Sales volume of ASI-certified materials



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Topics for 2024 to 2025 are shown here.

Regarding the promotion of low-impact environmental initiatives in the upper section, for example, as mentioned by Tanaka earlier, the UACJ recycling rate reached 73.9% in FY2024, toward the FY2030 target of 80%.

This is being done through the procurement of recycled raw materials or the enhancement of facilities for ease of use. Furthermore, for the future, we have completed a vertical high-speed twin-roll casting experimental machine, which is being promoted with the support of NEDO, and we are now promoting experiments for implementation.

The lower row is ASI certification. ASI is in need of renewal, and both PS and CoC certifications have been audited for renewal. In addition, our new Nagoya Works has just undergone an audit. In addition, TAA and Logan Aluminum Inc. in the U.S., as well as UWH's plant in Mexico, have been audited and certified by ASI.

Also, as shown in the lower right corner here, the sales volume of ASI-certified lumber has increased approximately 20-fold in 2024 compared to 2022. This is proof that UACJ has established itself as a reliable supplier as customers seek environmentally friendly materials.

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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

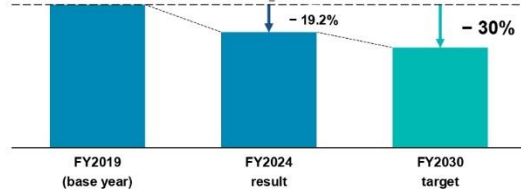
Scope 3

(Announced November 2023, revised December 2023)

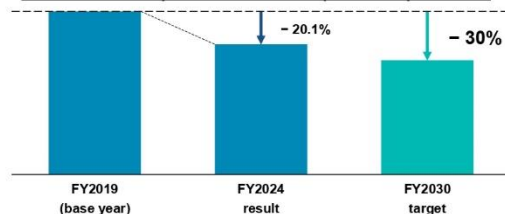
- ✓ By **FY2030**, target a **30% reduction** through increased recycling and additional measures.
- ✓ By **2050**, collaborate with various partners across the supply chain to maximize recycling and engage in activities that reduce GHG emissions, including CO₂, throughout the entire supply chain, aiming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

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



Reductions in scope 3 GHG emissions per unit of production



As for carbon neutrality, as shown in the graph here, we are making steady progress toward the 2030 target for Scope 1, 2, and 3.

For Scope 1 and 2, production volume or product mix, and other factors resulted in a significant decline in 2024. Scope 3 also has a reduction rate of 20.1% in FY2024 due to the expansion of the recycling rate.

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

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Thus, we believe that our efforts to become carbon neutral will have a significant financial impact, not only in terms of climate change measures, but also, as shown here, because of the progress of, for example, the so-called carbon tax, the fossil fuel levy, CBAM, and Japan's emissions trading system.

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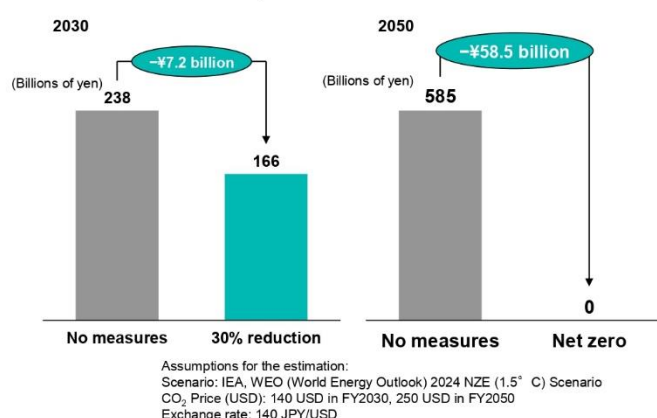
From the next page, I will discuss each of the measures we are currently pursuing.

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



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

	Business impact	Countermeasures
Risks	<ul style="list-style-type: none"> ✓ Procurement costs for imported raw materials / materials increase ✓ Electricity costs increase 	<ul style="list-style-type: none"> ➢ Setting of long-term CO₂ emissions reduction targets ➢ Setting of long-term energy use reduction targets ➢ Introduction of internal carbon pricing
	<ul style="list-style-type: none"> ✓ Sales and revenue increase due to reduced competitiveness of imported competitor products from countries/regions with insufficient GHG emissions controls 	<ul style="list-style-type: none"> ➢ Implementation of long-term CO₂ emissions reduction measures ➢ Leveraging of CO₂ 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
Opportunities		

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First, let us discuss the fossil fuel levy.

We believe that this one will have a very large impact on our business. The amount of the levy is based on the amount of CO₂ emissions from fossil fuels, so the amount of the levy increases as our use of fossil fuels increases.

However, if we achieve the goals of Scope 1 and 2, we believe we can reduce the financial impact by JPY7.2 billion in 2030 and reduce risk by more than JPY50 billion in 2050.

This is the information disclosure based on the TCFD recommendations, and we hope you will find it in the Integrated Report.

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Looking Ahead to the Start of CBAM

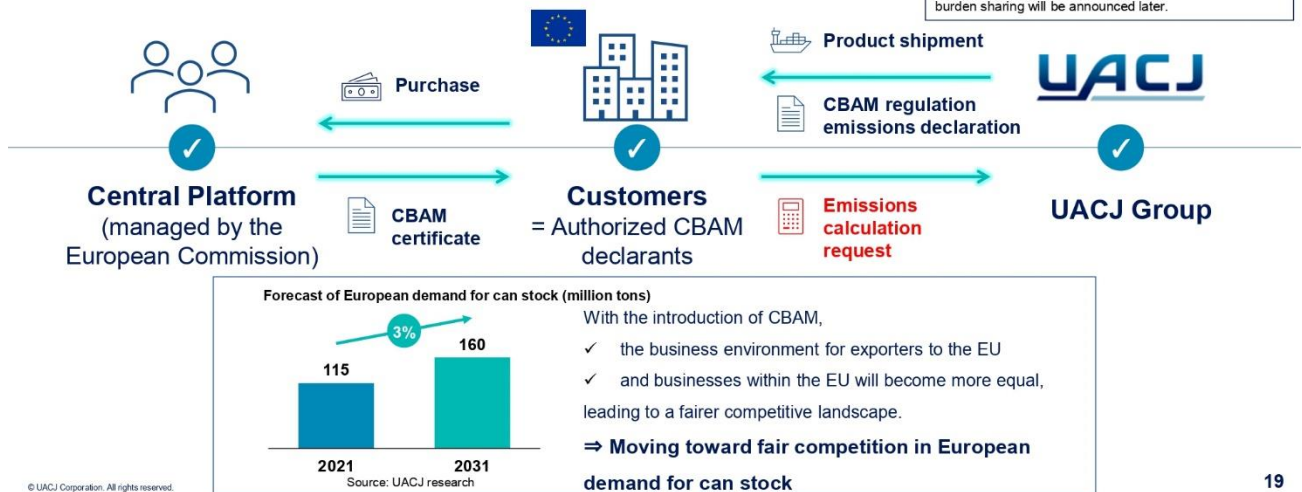


CBAM compliance is essential for increasing product shipments to the EU market.
We will enhance our international competitiveness by developing products with a lower environmental impact.

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.



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For products to be exported to Europe, CBAM is scheduled to be applied from 2026.

This is a payment that European customers are required to make for products produced outside of Europe based on the difference in carbon prices between Europe and the rest of the world. European customers have requested calculations from UACJ, and in response, UACJ has been providing emissions data along with its products. The European Commission is currently reviewing calculation methods and reporting procedures.

We believe that we can reduce the burden on our customers by striving to develop and produce products with reduced environmental impact. We will strive to develop and produce such products so that our customers in Europe and around the world will continue to choose us.

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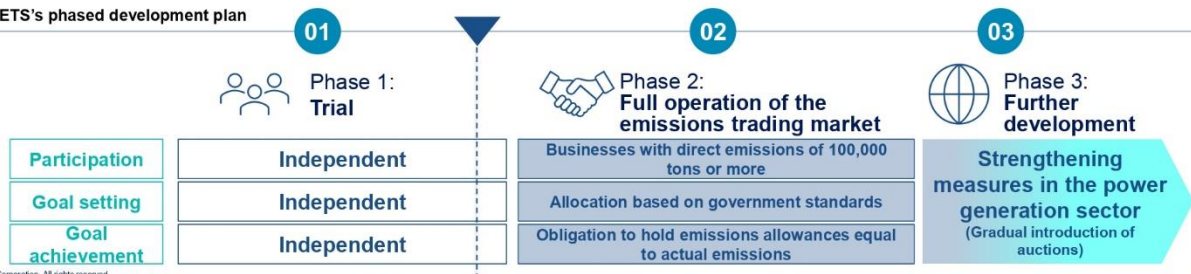
Response to the Emissions Trading System (GX-ETS) – Part 1



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



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Next is the Emissions Trading System of Japan.

An emissions trading system will become mandatory in Japan. An emissions trading system in the form of the GX League has been underway since 2023, and based on the results of these efforts, emissions trading will become mandatory in 2026, the next fiscal year.

Eligible companies are those with annual emissions of 100,000 tons or more in Scope 1. We are one of several companies in the aluminum industry. The government has set a goal of reducing emissions, and if there are emissions that fall outside of the allotted quota, the cost will be incurred in the form of a transaction to purchase the quota.

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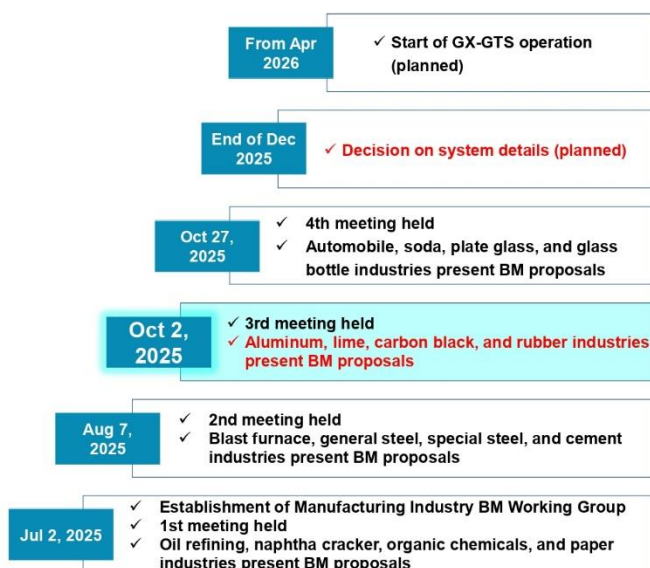
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Response to the Emissions Trading System (GX-ETS) – Part 2



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.

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Both our Nagoya and Fukui Works produce a very large number of products and thus fall under this criterion. However, for industries with high emissions, measures are being taken to reduce emissions by setting benchmarks for each industry.

For example, industries with very large emissions, such as steel and cement, have adopted this type of system, and although aluminum was not initially included in this system, we are now moving forward with the idea that it will be recognized in the benchmark setting process if the aluminum industry works together.

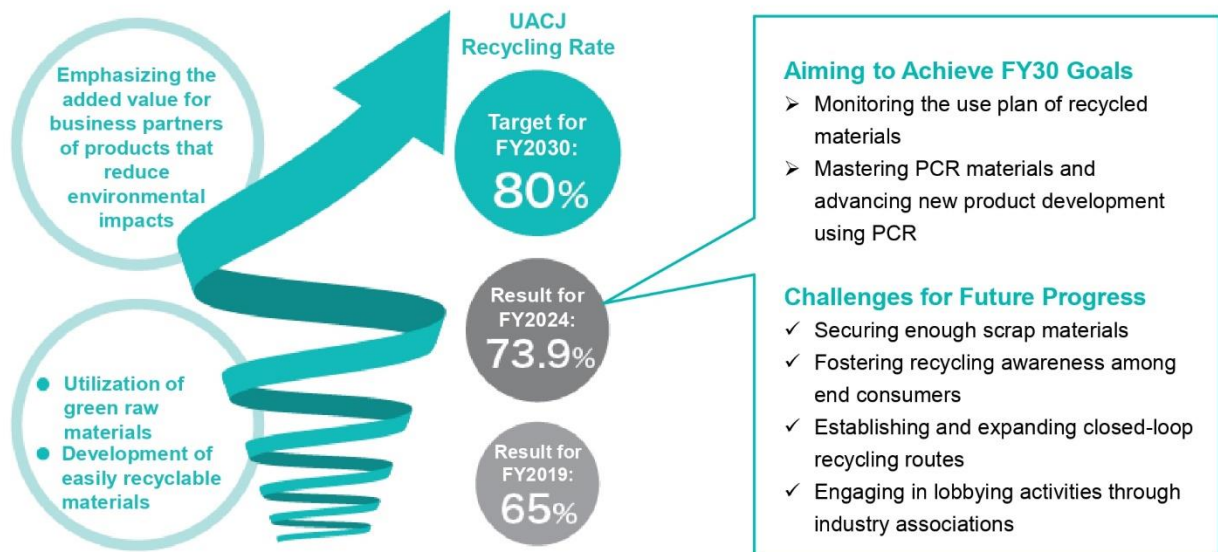
We will know the details of this project in December, and we are considering how to proceed as a result.

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With the full operation of the emissions trading system, we believe that the value of the environment, which until now has not been easily recognized, will spiral upward, as investments in value-added and environmental value will lead to increased economic value.

The UACJ recycling rate went from 65% in FY 2019 to 73.9% in FY 2024 to meet the FY 2030 target. This will be promoted by monitoring the usage rate of recycled materials, or by making efforts to collect scrap from the market and promote the development of new products using PCR.

This is where we are now advancing, as our customers recognize the development of our easily recyclable materials and purchase them to further pursue their environmental values. In the future, we would like to further promote recycling by securing sufficient quantities of scrap aluminum or by lobbying through industry associations.

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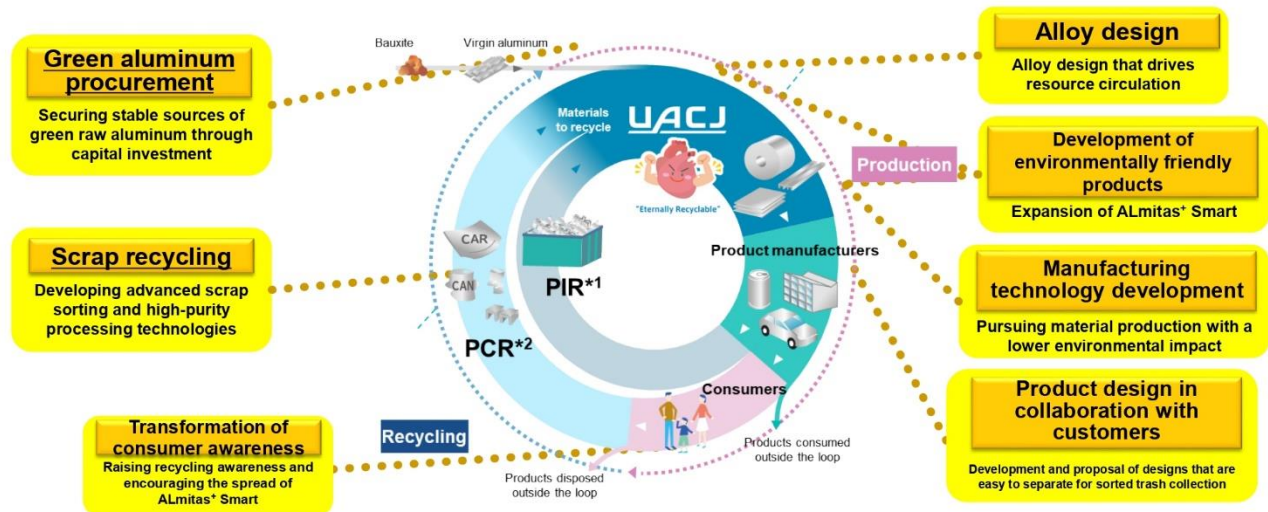
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UACJ's Commitment to Aluminum Resource Circulation



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



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The beauty of aluminum is that it can be permanently recycled over and over again, as Tanaka mentioned earlier. In order to fully demonstrate this quality, the UACJ Group believes that it is necessary to make efforts throughout the entire supply chain.

The strength of the UACJ Group lies in being a company that handles aluminum linearly from casting to finished products, including alloy design and the development of low environmental impact products.

Furthermore, we are able to design products in collaboration with our customers because we have been diligently developing technologies on aluminum and dealing with customers until now. One of our great strengths is our ability to work with customers to propose product designs, such as how to incorporate recycled products into their products, or to propose designs for products suitable for recycling that are easy to separate and sort.

We can also use our existing relationships with suppliers to develop advanced sorting technologies for scrap and to procure new resources. We will continue to work to be the heart of the aluminum cycle by taking advantage of the UACJ Group's strengths in alloy design, proposals to customers, and connections with suppliers.

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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.

※ Notes: We have been studying environmental concepts based on the UACJ Group Environmental Basic Policy.

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We are grateful for the greenery and the rich blue earth, and we will continue to pursue our environmental initiatives by further mastering aluminum. We believe that this will contribute to the formation of a sustainable society through the resolution of social issues and enhance the corporate value of the UACJ Group.

That is all I have to say from Narita. Thank you very much.

Ueda: Thank you very much, Ms. Narita.

Next, Sachio Urayoshi, Executive Officer and Chief Executive of Business Support Division, will give a presentation titled "Enhancing the Well-Being of Employees: UACJ Group's Human Capital Strategies"

Mr. Urayoshi, please.

Urayoshi: I am Urayoshi, Chief Executive of the Business Support Division. Thank you for your cooperation today.

Now, I would like to explain about "Enhancing the Well-Being of Employees: UACJ Group's Human Capital Strategies"

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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



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

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

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

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First, the UACJ Group aims to realize its corporate philosophy and corporate value through a virtuous cycle of improving the well-being of each and every employee and promoting the development of human resources and organizations, centered on the three Wells of "My mind and body well," "My work well," and "Our work well."

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.

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

This is the "UACJ people statement" and the overall picture of human capital management that Tanaka explained at the beginning of the presentation.

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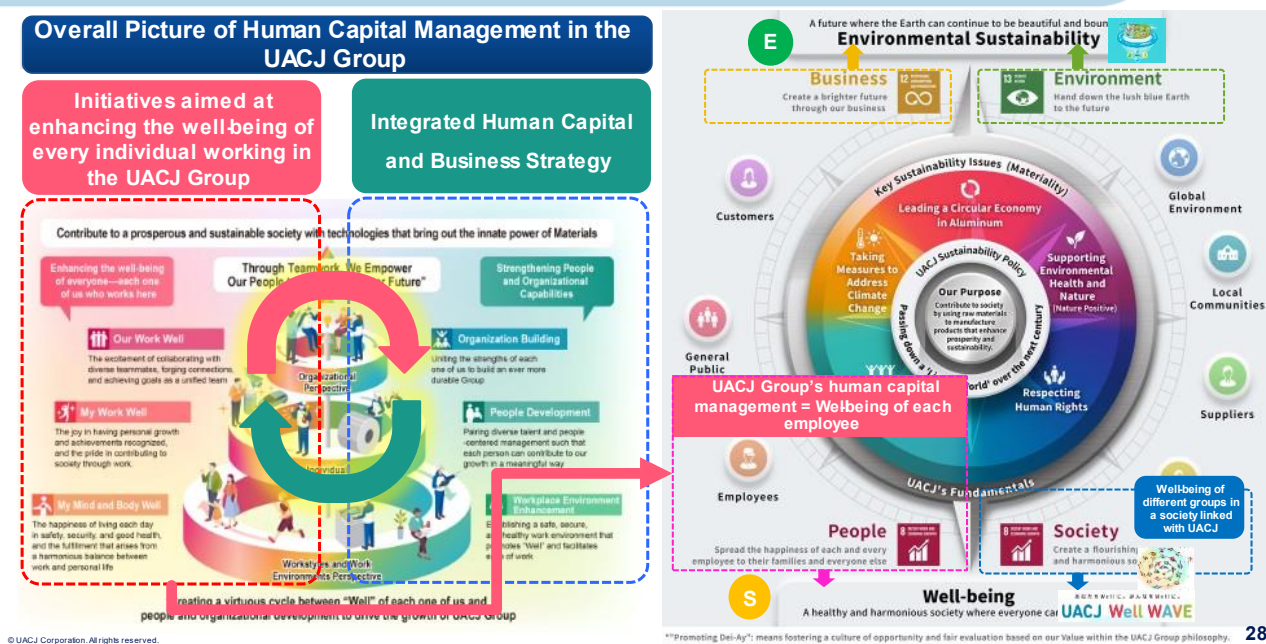
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First, on the left is the People Statement, which summarizes the UACJ Group's approach to human capital. The source of creating the future is people, and the first step is to enhance the well-being of those who work for us, and to become the best team possible. To this end, we declare that we will promote “organization building,” “people development,” and “workplace environment enhancement.”

The picture on the right is the overall picture of human capital management. The UACJ Group's human capital management framework involves advancing three talent strategies: “organization building,” “people development,” and “workplace environment enhancement.” By enhancing and creating a virtuous cycle among the three areas depicted on the left side of this diagram—“Our work well,” “My work well,” and “My mind and body well”—we aim to realize our people statement. This, in turn, will lead to the realization of our corporate philosophy and the enhancement of corporate value.

Relationship Between Human Capital Management and the Sustainability Compass



Here is the overall picture of human capital management and its relationship to the sustainability compass.

In the sustainability compass, we have indicated two ideal images, one in the north and the other in the south, toward “a lighter world 100 years from now,” as Tanaka explained. We believe that improving this well-being will lead to the realization of “A healthy and harmonious society where everyone can feel well-being,” as shown in the south.

The UACJ Group's human capital management is promoted based on the idea that “A healthy and harmonious society where everyone can feel well-being” can be realized through the promotion of human resources and organizational development measures and the realization of the wellbeing of each and every employee of UACJ.

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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



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This is the fourth medium-term management plan, which illustrates the linkage between management and human resource strategies.

In conjunction with the management strategy, we are working to realize “UACJ VISION 2030” by incorporating the three pillars of the human resource strategy, namely “organization building,” “people development,” and “workplace environment enhancement,” into each of our measures.

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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

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This one shows what kind of human resource policies will be implemented and what kind of figure will be aimed at for the three pillars of the human resource strategy: "organization building," "people development," and "workplace environment enhancement."

In organizational development, we are developing and expanding leaders, improving engagement, and promoting DE&I. In human resource development, we focus on human resource acquisition and retention, human resource development, and evaluation and placement. In the area of "workplace environment enhancement," we are working toward our respective goals in the development of compensation and benefit programs, promotion of health management, and improvement of the workplace environment.

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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.

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Here is a summary of the main KPIs related to the human resource strategy, the targets for FY2027, and the status of efforts in FY2024.

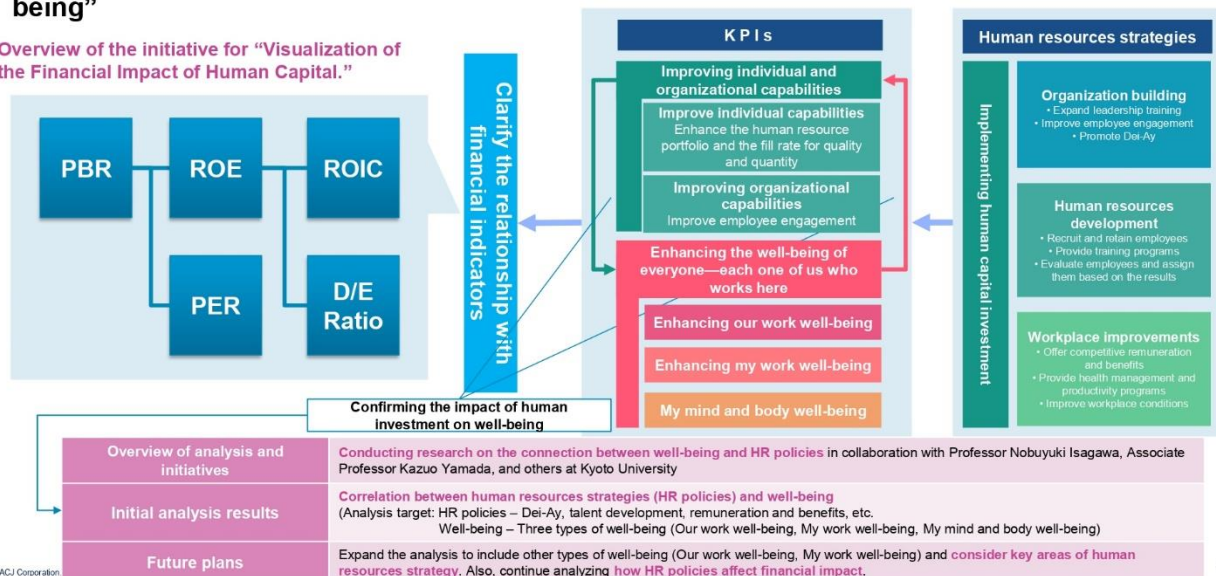
To address each of these issues, we are working to improve engagement in the area of “organization building,” human resource development in the area of “people development,” and compensation and benefit programs in the area of “workplace environment enhancement.”

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.”



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As we have reported, we have developed a People Statement and an overall vision for human capital management. In light of our new goal of working to improve the well-being of each and every person

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working for the UACJ Group, we are currently looking at the relationship between each of the measures in our human resource strategy and the three wells: “Our work well,” “My work well,” and “My mind and body well” with the cooperation of Kyoto University.

We believe it is important to formulate and implement more effective human resource strategies by sorting out how the promotion of human resources and organizational development will lead to a virtuous cycle of improving the well-being of each and every worker and ultimately contribute to the improvement of financial indicators and ultimately to the creation of corporate value.

We are finding that there is a correlation between personnel policies, although only partially. In the future, we plan to expand our analysis to other Wells and consider areas of focus for human resource strategies, etc. In addition, we will continue to analyze how these HR measures will ultimately lead to financial impact.

Deepening Human Capital Management

Promoting the building of workplaces in which diverse human resources can participate fully
- Obtained “Platinum Kurumin” certification, and introduced as a positive corporate example by the Tomoiku Project -



The Tomoiku Project booth at the Work Style Reform EXPO

- ✓ Obtained “Platinum Kurumin”¹ certification due to having a ratio of male employees taking childcare leave of more than 70%, and having established a system for treating infertility
- ✓ Introduced in [Ministry of Health, Labour and Welfare’s Tomoiku Project](#)² as a positive example of a company in which [male employees](#) proactively take [paternity leave](#)
- ✓ Aiming for sustainable growth of the Company through building of an environment in which it is easier to work by utilizing and enhancing welfare and benefits systems

¹ Platinum Kurumin URL https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/kodomo/shokuba_kosodate/kurumin/index.html

² Ministry of Health, Labour and Welfare “Tomoiku Project” URL <https://tomoiku.mhlw.go.jp/>

Reference) [UACJ selected as a positive corporate example by Ministry of Health, Labour and Welfare’s Tomoiku Project](#) (UACJ Corporation, Global Aluminum Major Co. (September 1, 2025))

[Obtained “Platinum Kurumin” certification from the Minister of Health, Labour and Welfare as a company that supports childcare](#) (UACJ Corporation / Global Aluminum Major Group (October 6, 2025))

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Here are a few of our most recent results.

As a result of our efforts to improve the working environment, we were certified as Platinum Kurumin. In addition, our company was introduced at the Workplace Reform Expo as a good example of a company that proactively addresses male maternity leave. As explained thus far, we will steadily advance our human resource strategy and contribute to the sustainable development of our group in terms of human resources.

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A Healthy and Harmonious Society Where Everyone Can Feel WellBeing

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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Through the implementation of the human resource strategy, we will realize a virtuous cycle of well-being of each and every employee, human resources and organizational development, and expand the wellbeing of each and every employee of the UACJ Group, which is the center of wellbeing, to their colleagues at work, family, business partners, community and society, etc. This is the ultimate "Well WAVE" that we are aiming for.

This concludes the explanation. Thank you very much.

Ueda: Thank you very much, Mr. Urayoshi.

[END]

Document Notes

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