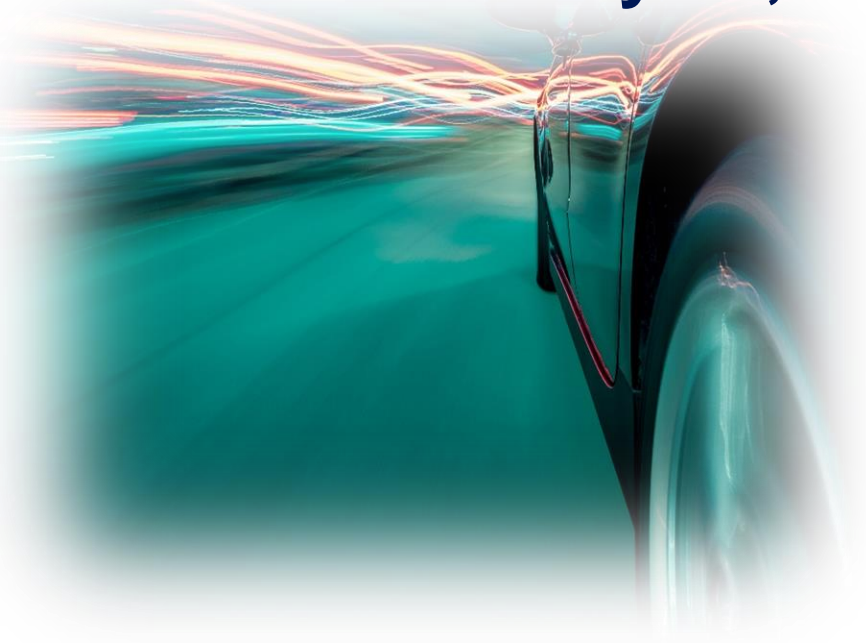


# UACJ Automotive Whitehall

*Investor Day 2025*

May 27, 2025

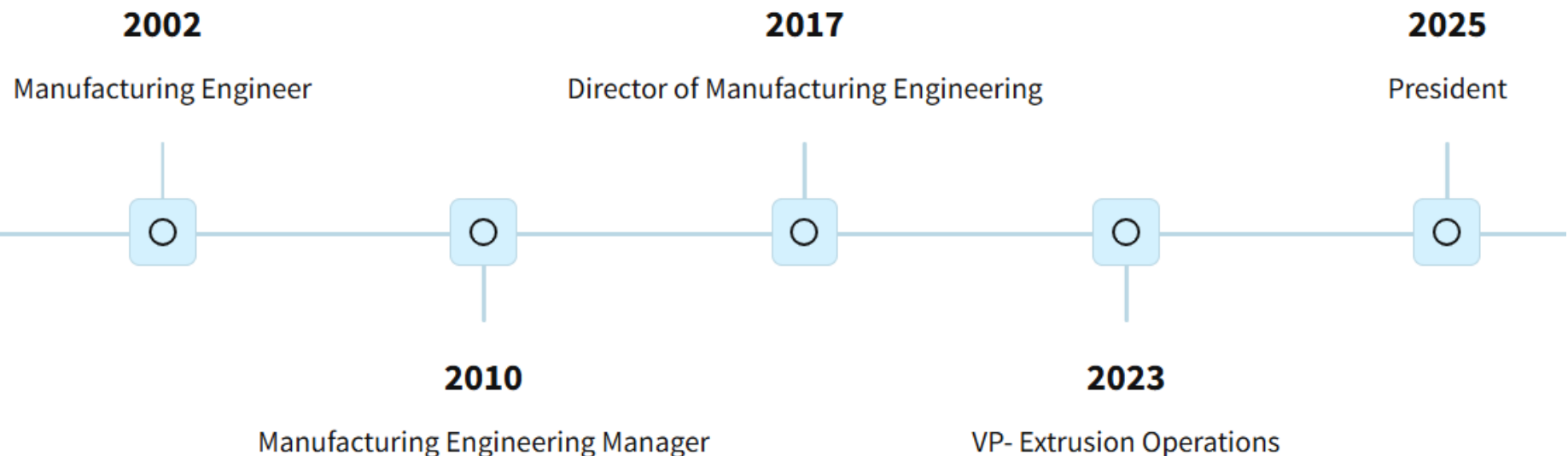


# Introduction – Mike Wegener, UWH President

I have been a committed member of UACJ Automotive Whitehall Industries since 2002, serving in various capacities in engineering and engineering management within the extrusion and manufacturing sector.

Throughout my tenure, my team and I have played a crucial role in advancing precision extrusion capabilities and creating high quality automotive structural extrusions. I have successfully managed major plant expansions and was responsible for the installation of several extrusion press lines.

Following 15 years in engineering management, I was elevated to Vice President of Extrusion Operations in 2023 and was promoted to President in January 2025.



# Mike Wegener - President



For 23 years, I have been deeply involved with Whitehall Industries. I have faith in the commitment of the individuals within this organization.



I prioritize operations with a strong emphasis on Safety, Quality, Delivery, and Cost.



My management approach is hands on, results-oriented, and I am dedicated to achieving our objectives.



2016-2025

2026-2035

# UACJ Automotive Whitehall Industries (UWH)



5

MFG Plants in NA

1,100

Employees

\$M's

**\$246**

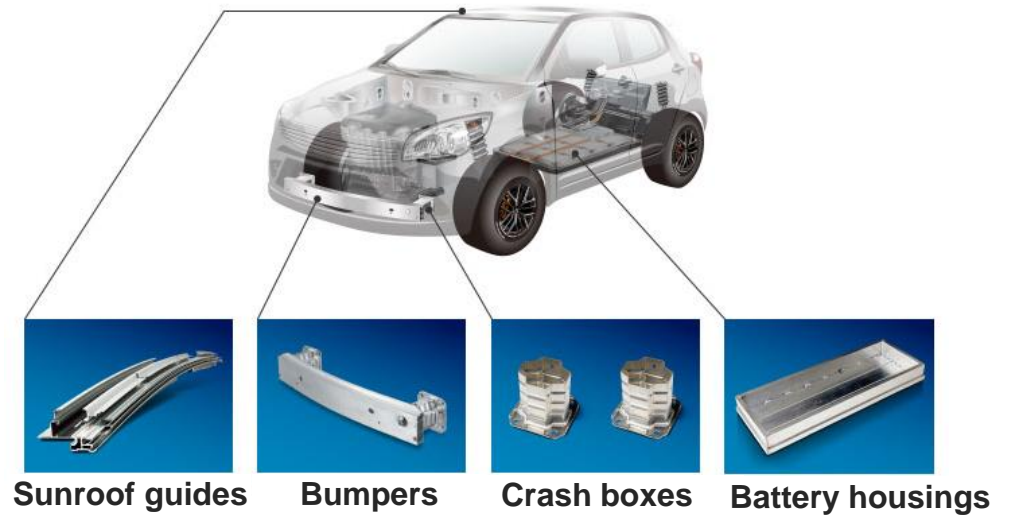
Revenue

FY2024

**\$21.1**

EBITDA

## Products (extruded, fabricated, assembled components)



## Customers

- EV manufacturers in North America
- Major Japanese automotive OEM manufacturer etc.



# Customer Quality Performance

UWH has grown from a small tier 2-3 supplier to a reputable tier 1 supplier recognized for high quality structural automotive components. Quality is a way of life for all employees at UWH.



UWH was the only supplier in North America to win the Excellence in Quality, Delivery, and Value award out of 600 suppliers.

Supplier Quality Excellence  
Award for 13 consecutive years

# Strengths of UWH. Vertically Integrated Process Flow



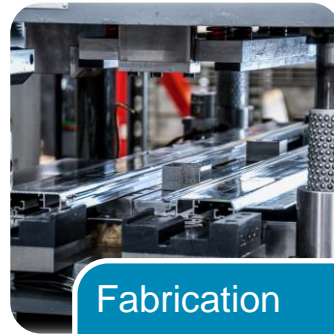
## Billet

- Collaboration with high quality suppliers



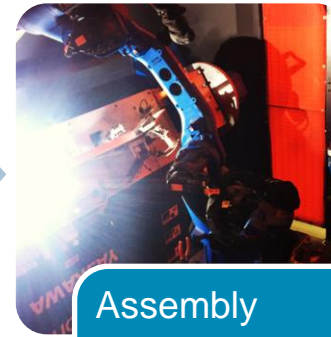
## Extrusion

- Precision
- Structural
- Automotive crash critical
- Superior process control and traceability



## Fabrication

- Machining
- Laser Cutting
- Bending
- Punching
- Forming
- Sawing



## Assembly

- Manual
- Automated
- Robotic welding
- Friction Stir Welding



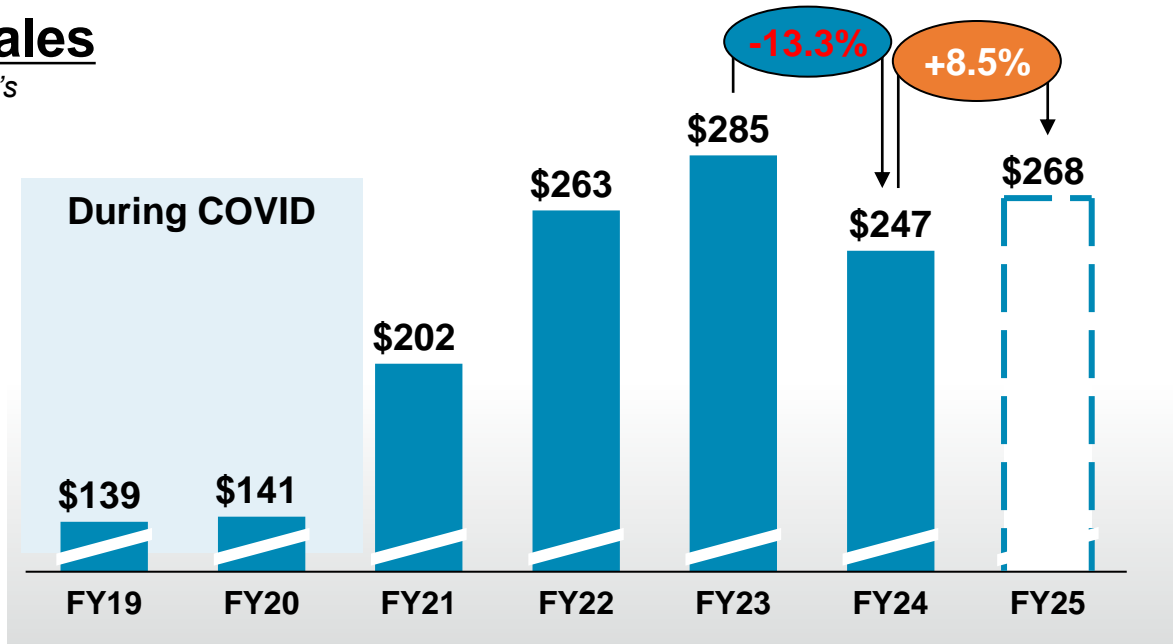
## Strengths:

- Superior aluminum extrusion process control
- Precision machining (50 years)
- Vertical integration
- Welding, Laser cutting, bending
- Excellent quality-less than 20ppm
- Serving major EV OEM's since 2012

# FY24 Review FY25 Outlook

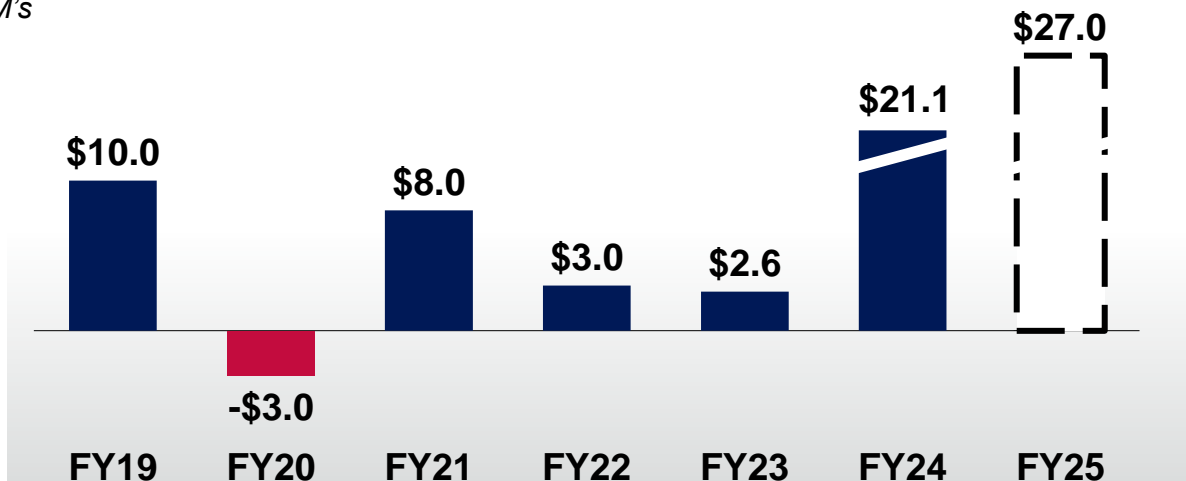
## Sales

\$M's



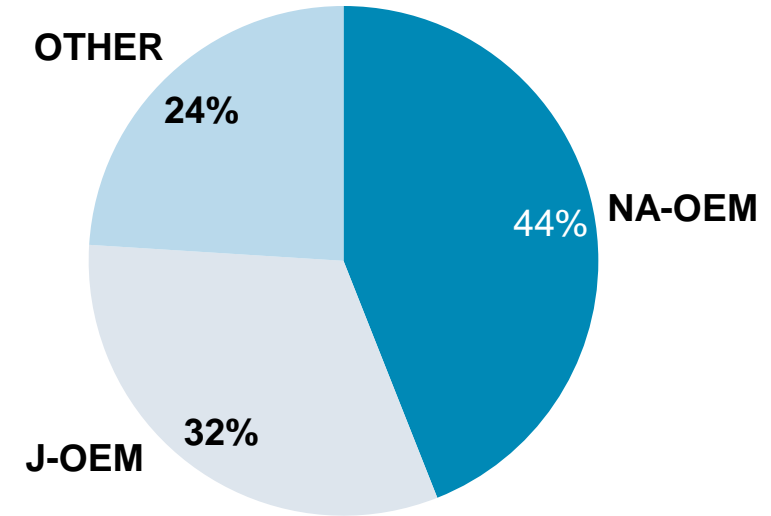
## EBITDA

\$M's



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## FY24 Customer Portfolio



## FY24 Summary

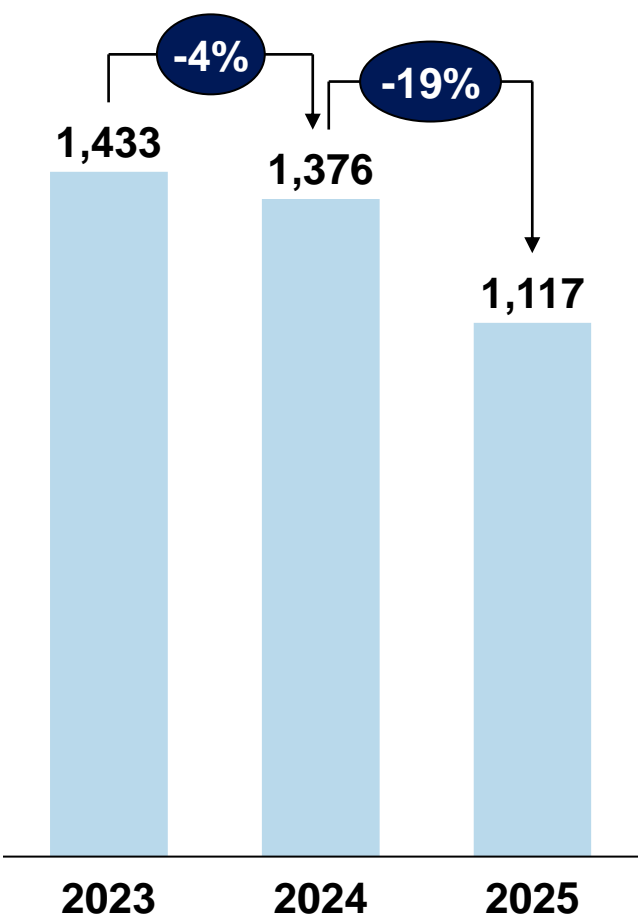
- Safety, Quality, Delivery, and Cost focused
- Safety – Workman's Comp reduction
- Organizational effort to reduce scrap
- Headcount reduction
- Continuous Improvement projects - automation

## FY25 Outlook

- New Launches
- Continuous Improvement projects
- Packaging & freight reduction goals

# FY24-FY25 Response to Lower Sales

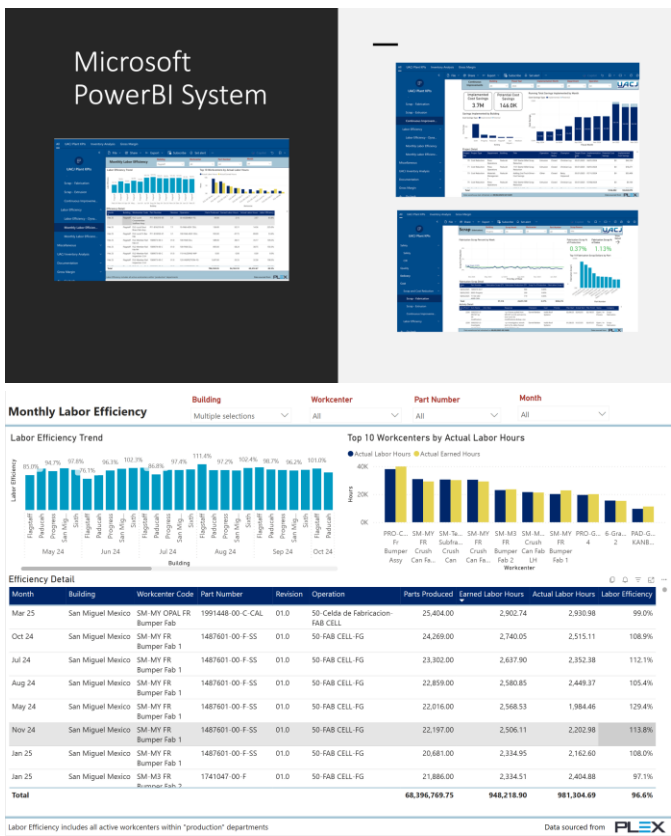
## Headcount Reduction



## Cost Reduction



## Visualization and Management of KPIs



- Safety, Quality
- Cost: GM report, scrap, labor eff, CI, inventory, OEE



# Sustainability

## MATERIAL BALANCE 2022

OUTPUT		
PRODUCTS		
AL	20663	Tons
ATMOSPHERE		
CO2 (scope1)	7950.33	t -CO2
CO2 (scope2)	9546.39	t -CO2
TOTAL	17496.72	t -CO2
CO2 emission per ton shipped	0.85	t -CO2

## MATERIAL BALANCE 2023

OUTPUT		
PRODUCTS		
AL	26592	Tons
ATMOSPHERE		
CO2 (scope1)	8477.59	t -CO2
CO2 (scope2)	11169.55	t -CO2
TOTAL	19647.14	t -CO2
CO2 emission per ton shipped	0.74	t -CO2

## MATERIAL BALANCE 2024

OUTPUT		
PRODUCTS		
AL	24748	Tons
ATMOSPHERE		
CO2 (scope1)	6484.15	t -CO2
CO2 (scope2)	9449.99	t -CO2
TOTAL	15934.14	t -CO2
CO2 emission per ton shipped	0.64	t -CO2

Reduction of CO2 emissions	
2022 to 2023	12%
2023 to 2024	12%
Total	24%

## CO2 Reduction Plans

- Implemented a Guide to Good Environmental Practices
- Created a Waste Management Plan
- CO2 reduction plan monthly meeting
- Specific activities were established in all UWH facilities for:
  - Reduction CO2 emissions Scope 1,2 and 3.
  - Promotion of water management.
  - Promotion of energy saving.
  - Reduction of industrial waste (trash and recycled materials).
  - Reduction of hazardous waste.
  - Contribution to strongest environment.

## ASI – Aluminum Stewardship Initiative

- San Miguel facility received certification in February 2025
- Audits will be scheduled for the Ludington and Paducah facilities by the end of 2025



# Looking Forward



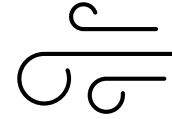
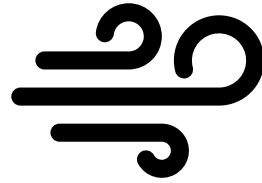
# UWH Growth – 2025

## UWH TAILWINDS

- Many new EV vehicles to launch in the coming years.
- We are actively talking with multiple OEMs about future products
- Demonstrated high quality and delivery as a Tier 1 supplier – received multiple quality awards.
- More aluminum demand as lightweighting becomes more important with fuel efficiency targets.

## Economic TAILWINDS

- Strong push for US produced products due to tariffs
- Overseas competitors at a disadvantage
- Customers looking to re-source product to the US to avoid tariffs



## HEADWINDS

- EV consumer adoption not as sharp of curve
- OEM's adjusting vehicle planning. Pausing and rethinking strategic portfolio plans
- Current US administration not as inclined to offer incentives for clean manufacturing/vehicles
- What does this do for available EV rebates?

## Economic HEADWINDS

- Economic uncertainty/Consumer confidence/stock market
- OEM's financials taking a hit due to tariffs
- Is this temporary or long term?

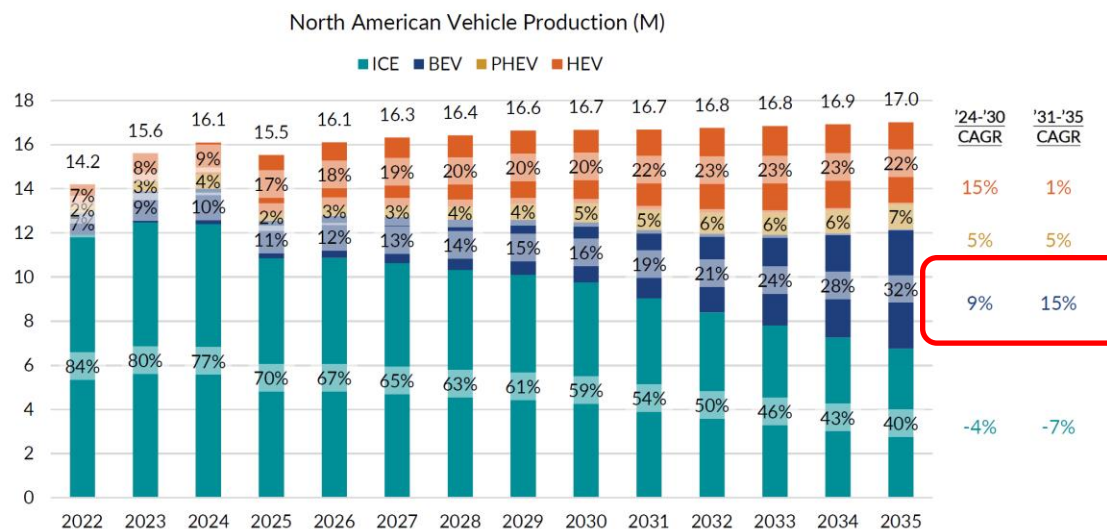
# Business Environment

"North American automobile sales will remain around 15 million units. While ICE (internal combustion engine) vehicles are declining, EVs are on the rise. By the 2030s, the market is expected to be roughly equally divided among ICE, hybrid, and electric vehicles."



## Electrified Vehicle Production *North America*

Based on current regulations and technology, investment, market trends, BEVs are expected to reach ~32% share by 2030. The landscape surrounding the North American automotive industry continues to change, influenced by regulations, trade & tariffs, and energy costs – promoting increased focus on manufacturing flexibility throughout the industry.



plante moran

Audit. Tax. Consulting.  
Wealth Management.

100 years

Source: GlobalData

56

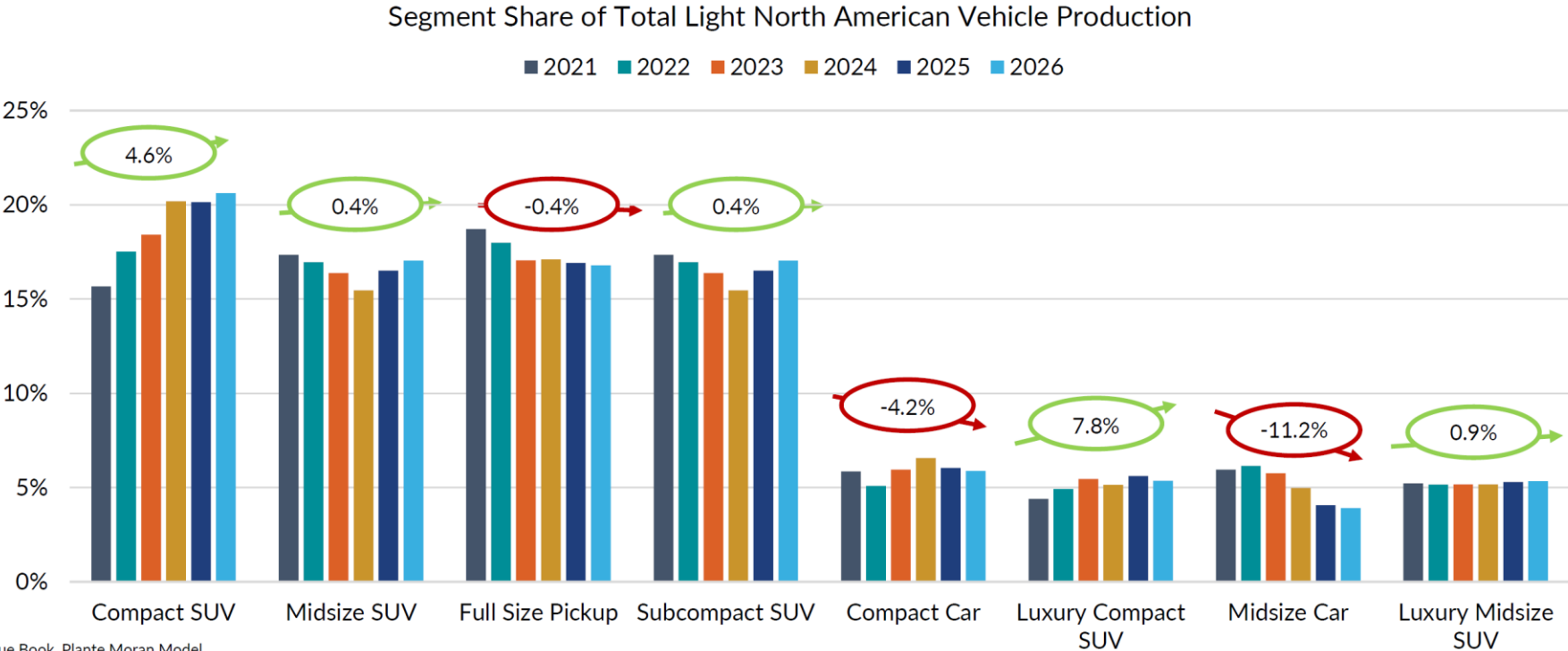


# Segment Shift to Compact SUV's



## Segment Shift to Compact SUVs

The U.S. Consumer purchases has been shifting to compact & sub-compact SUV, both base and luxury models. Pickup trucks , midsize SUV which are higher profit vehicles for OEMs have declined in share over the last 4 years .



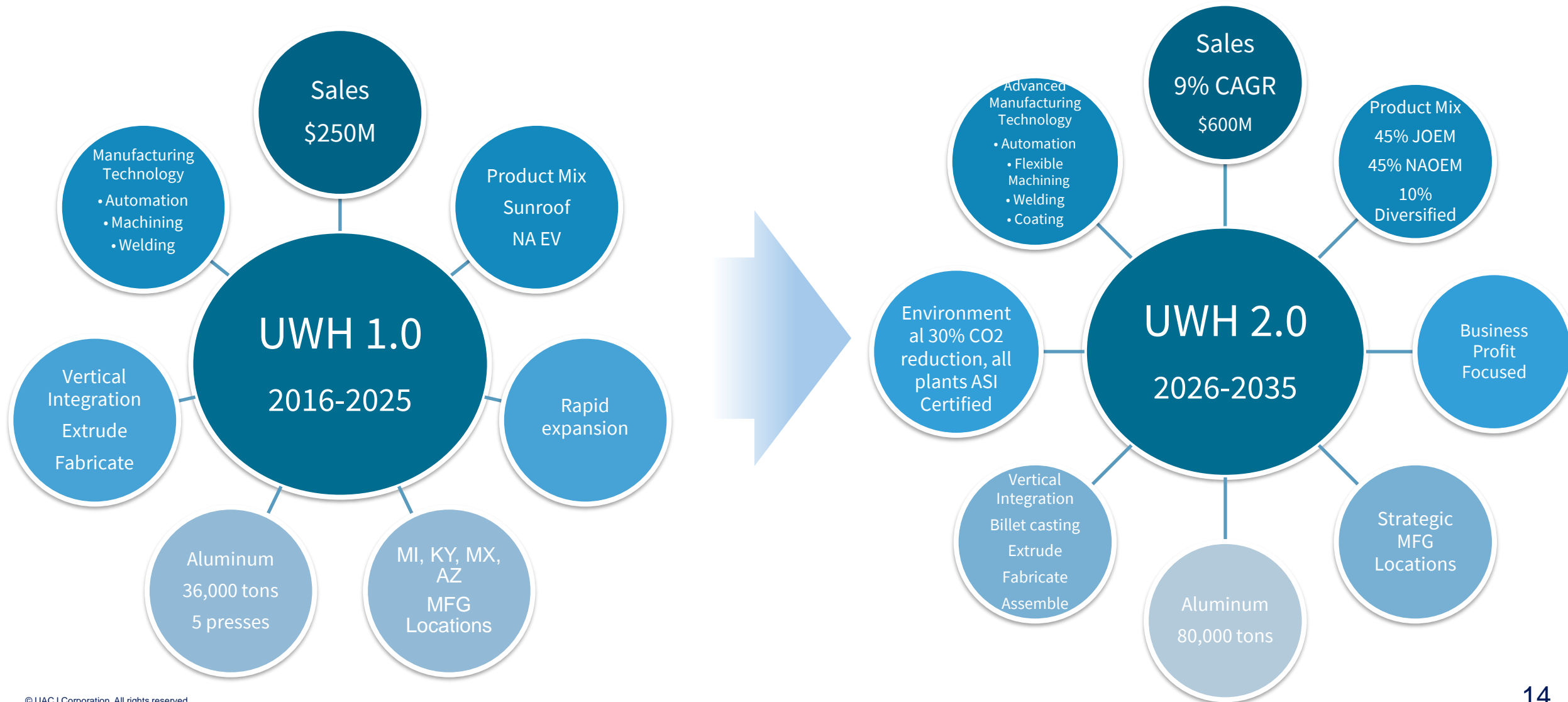
Source: Kelly Blue Book, Plante Moran Model

# UWH Vision

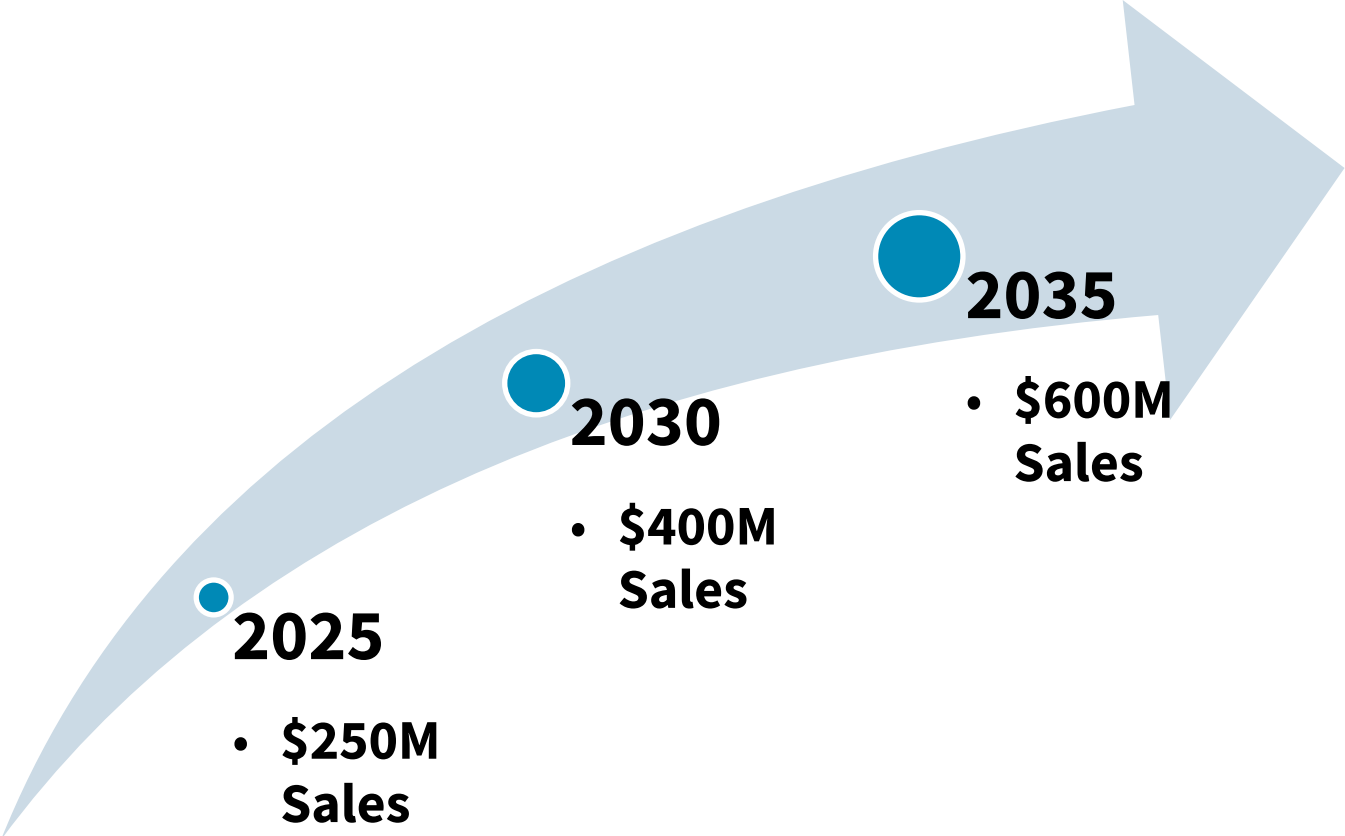
UWH is addressing the growing demand for lightweight solutions driven by BEV adoption, lightweighting, and environmental initiatives in North America.



# UWH Vision and Strategy

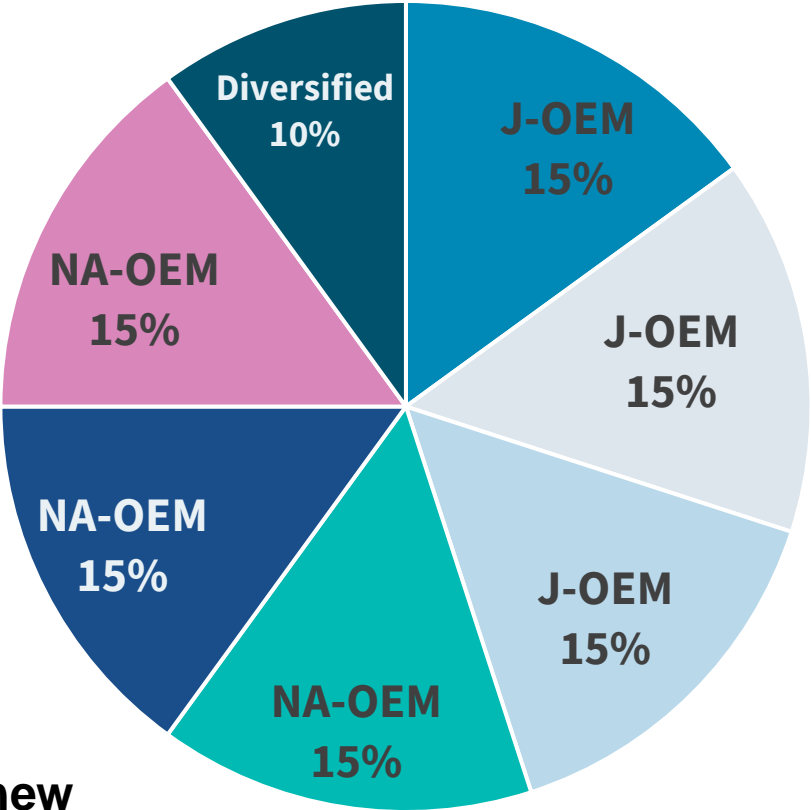


# UWH 2.0 vision



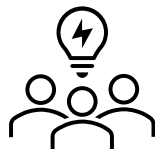
Aiming for profitable growth, we will diversify our portfolio and reduce order volatility by securing new orders—primarily from new customers in the growing EV sector. UWH sees a path to achieve USD 600 million in the NA market.

Targeted Customer Mix %





# Teamwork and our people are what make UWH strong



# UACJ Automotive Whitehall Takeaways

- 1 UWH has a fantastic, stable team of bright, dedicated people.
- 2 Top line growth has paused due to delays in the adoption of EV's in North America.
- 3 This pause has allowed us to redirect our efforts to cost reduction, improved productivity and quality.
- 4 Our quality, agility, and processing capability are well known by EV OEMs and are now being recognized by traditional automotive OEM's.
- 5 Automotive structural extrusion demand is expected to grow significantly in the future. We are well positioned to take advantage of this market in the future





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

