

# Empowered People Inspired Results

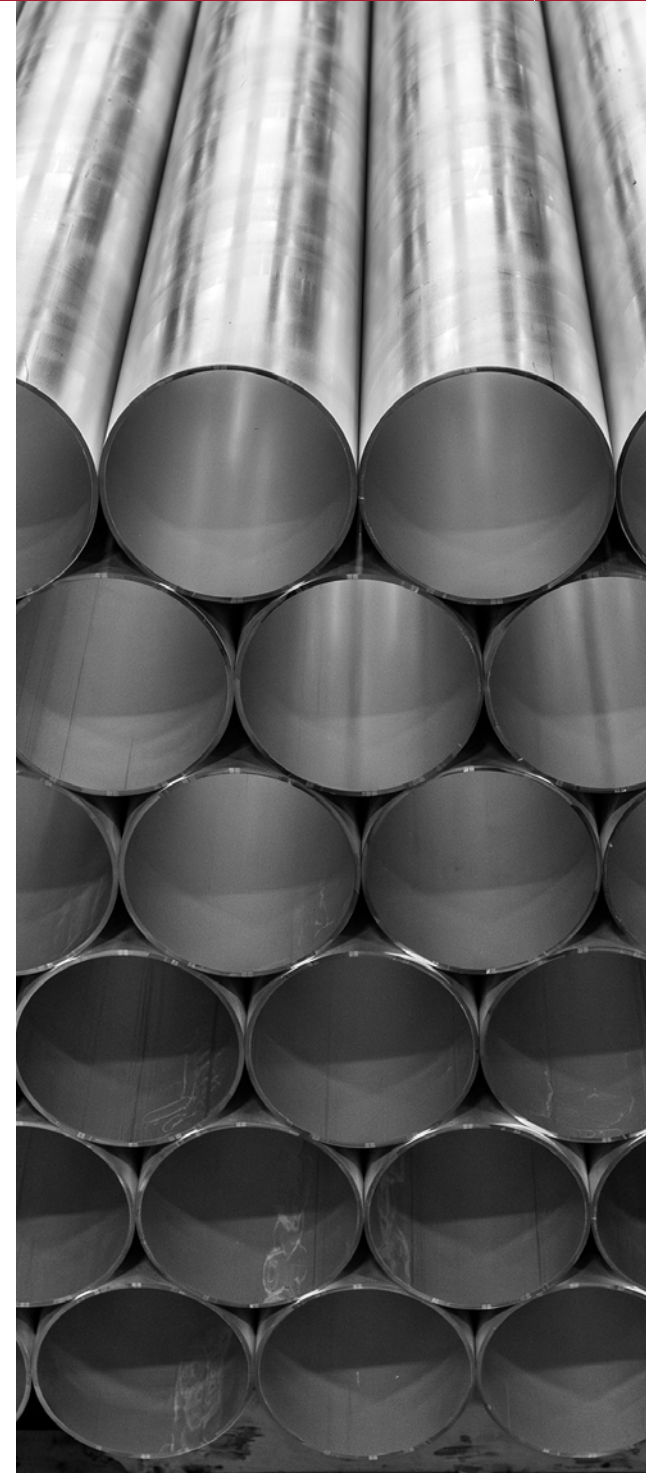
2025 Sustainability Report

**KAISER**  
ALUMINUM



# Table of Contents

A Message From Our CEO	3	Scope 3 GHG Emissions	25	<b>Valued Corporate Citizen</b>	<b>48</b>
About Kaiser Aluminum	5	Energy Consumption	26	Charitable Contributions	49
About This Report	5	Waste Reduction and Management	27	Community Investment Priorities	50
Our Value Chain	6	Nature	29	Volunteer and Sponsorship Highlights	51
Our Products in Society	7	Product Innovation	31		
Our Corporate Values	8	Quality and Performance	32	<b>Appendix</b>	<b>53</b>
Sustainability at Kaiser Aluminum	9	“A Game-Changer”	33	United Nations Sustainable Development Goals	54
				SASB Index	55
<b>Preferred Investment</b>	<b>10</b>	<b>Preferred Employer</b>	<b>34</b>	Forward-Looking Statements	59
Corporate Governance and Sustainability Oversight	11	Developing Our Teams	35		
Ethics and Compliance	12	Talent and Recruitment	36		
Reporting Concerns	13	Wellness and Benefits	38		
Human Rights	14	Labor Relations	39		
Public Policy and Advocacy	15	Safety	40		
Cybersecurity and Data Privacy	16	Fostering a Strong Safety Culture	41		
		Continuous Improvement in Health and Safety	42		
<b>Preferred Supplier</b>	<b>17</b>	<b>Preferred Customer</b>	<b>44</b>		
Environmental Management	18	Supply Chain	45		
Environmental Policy	19	Conflict Minerals	46		
Climate and Emissions	20	Substances of Concern	47		
Building Climate Resilience	22				
Scope 1 and 2 GHG Emissions	23				



# A Message From Our CEO

As we celebrate the strength and resilience built over eight decades, we are reminded of the principles that have guided Kaiser since 1946. Our commitment to being a *Preferred Investment, Preferred Supplier, Preferred Employer, Preferred Customer, and Valued Corporate Citizen* continues to shape how we operate and how we create long-term value for all stakeholders. This year's Sustainability Report reflects that commitment through its theme, *Empowered People, Inspired Results*, and underscores how our sustainability program is a natural extension of Kaiser's culture of long-term strategic planning and growth.



## Preferred Investment

2025 was a defining year for Kaiser as we advanced our strategy and delivered a step change in performance. We strengthened our balance sheet and completed the most significant multi-year capital investment cycle in our recent history, deploying \$137 million in 2025 capital expenditures to support growth, modernization, and operational excellence. We also returned \$51 million to shareholders through our quarterly dividend, marking 19 consecutive years of dividend payments. This reflects our commitment to disciplined capital allocation and long-term value creation.

Our performance in 2025 included record EBITDA and significantly improved EBITDA margins, supported by strong execution and the benefits of our recent investments. We improved our net leverage ratio from 3.4x to 2.8x, approaching our targeted range, and our liquidity position remained strong, supported by solid free cash flow generation and disciplined working capital management.

As we mark our 80th year, we are entering a period where our investments are delivering meaningful benefits, supported by a disciplined approach to growth that will carry the Company forward.

## Preferred Supplier

We continue to differentiate ourselves through high-quality, sustainability-driven products that meet the evolving needs of our customers. In 2025, we introduced two new high-recycled-content products and successfully registered and commercialized alloy 6026A, which is fully compliant with the European Union Restriction of Hazardous Substances directive. These innovations reflect our commitment to delivering advanced engineered solutions while supporting a more circular economy.

We made meaningful progress toward our 2030 greenhouse gas emissions (GHG) intensity target. Our 2025 combined Scope 1 and 2 GHG emissions intensity was 17% lower than our 2019 baseline, supported by the first full year of our Warrick rolling mill drawing power from lower-carbon sources after separating from an adjacent coal-fired plant.

At the same time, the mix shift toward higher-value coated products at Warrick continues to accelerate, fulfilling strong customer demand, strengthening margins, and reinforcing our confidence in the long-term trajectory of the business. The increasing use of recycled material across our portfolio has further supported the sustainability objectives of both Kaiser and our customers, while also enhancing our cost structure.

## Preferred Employer

Health and safety remain our priorities. Our journey of continuous improvement continued this year with a rigorous audit process and the piloting of new technologies to enhance our ability to identify and mitigate risks. Empowering every employee to speak up and take ownership of safety is a core part of our culture and a key driver of our performance.

We also continued to invest in our people through expanded training, apprenticeship, and leadership development programs that help employees grow their skills and pursue their ambitions. Growing our talent pipeline remains a priority, and we continued to engage students and new graduates to highlight the opportunities within our industry.

Attracting and supporting talented employees is an important part of this effort. In November 2025, I was honored to deliver the keynote address at the Women in the Metals Industry Conference. Participating in industry events and our leadership programs are two examples of the many ways we are working to attract employees and ensure that more of our employees can build meaningful careers at Kaiser and contribute to our continued success.

**Report highlights**

**17%**

Our 2025 emissions represent a 17% reduction in total Scope 1 and 2 GHG emissions intensity relative to our 2019 baseline.

**#1**

Kaiser Aluminum Trentwood received the thyssenkrupp Materials North America Copper and Brass Sales Division's Supplier of the Year award for 2025.

**17**

We have 17 partnerships – and counting – with colleges and universities to continue growing our talent pipeline.

**Preferred Customer**

Our strong relationships with suppliers and partners help us meet the quality, reliability, and sustainability expectations of our customers. As lead times extend and pricing firms across the industry, the market is increasingly rewarding reliability and service, which are key areas where Kaiser consistently differentiates itself. We continue to work closely with our supply chain to ensure responsible sourcing, compliance with our Supplier Code of Conduct, and alignment with our environmental and social commitments. These partnerships are essential to delivering the high-quality products and services our customers expect from Kaiser.

**Valued Corporate Citizen**

We remain committed to being a positive presence in the communities where we operate. In 2025, our teams continued to support local organizations through financial contributions, volunteerism, and in-kind donations. These efforts reflect our belief that strong communities and strong companies go hand in hand. We are proud of the role we play in supporting the well-being of our neighbors and contributing to the vitality of the regions we call home.

**Looking ahead**

I am extremely proud of the accomplishments described in this year's Sustainability Report and of the strong performance our team delivered in 2025. As we move through our 80th year, we do so with a deep appreciation for the people who have built this Company and a clear focus on the opportunities ahead. Guided by our core values, we remain committed to managing our business in a way that is economically, environmentally, and socially responsible and to delivering Best in Class performance across our operations.

I would like to extend my sincere thanks to our employees, their families, our customers, suppliers, shareholders, and all stakeholders for their continued support. Together, we are shaping the next chapter of Kaiser's growth and leadership.

Sincerely,



**Keith A. Harvey**  
Chairman of the Board,  
President and Chief Executive Officer



# About Kaiser Aluminum

Kaiser Aluminum Corporation, headquartered in Franklin, Tennessee is a leading producer of semi-fabricated specialty aluminum products serving customers worldwide with highly engineered solutions for the aerospace and high-strength, packaging, general engineering,

and automotive end markets. Our North American facilities produce value-added plate, sheet, coil, extrusions, rod, bar, tube, and wire products. Quality, innovation, and service have been key elements of the Kaiser Aluminum culture since we were founded in 1946.



**\$3.37B**

in revenue

**13**

manufacturing facilities

**100%**

North American footprint

**80 years**

in operation

**~3,800**

employees

# About This Report

Our eighth annual Sustainability Report frames our environmental and social initiatives and our governance practices using Kaiser Aluminum’s five corporate values: *Preferred Investment, Preferred Supplier, Preferred Customer, Preferred Employer, and Valued Corporate Citizen*. This report conforms to the Sustainability Accounting Standards Board (SASB) Metals & Mining Standard, and our contributions to the United Nations Sustainable Development Goals (SDGs) as presented on [page 54](#). The terms “we,” “our,” “us,” “Company,” “Kaiser Aluminum,” and “Kaiser” are used in this document to refer collectively to Kaiser Aluminum Corporation, unless the context suggests otherwise. Unless otherwise specified, all dollar amounts are expressed in United States dollars. Unless otherwise noted, our report includes information from January 1, 2025, through and as of December 31, 2025.

# Our Value Chain

Kaiser Aluminum has established enduring customer partnerships and a leadership position in key strategic markets by consistently prioritizing long-term value creation. Our differentiation is rooted in superior quality, dependable service, and a steady commitment to continuous product and process innovation.



## Material Sourcing

We partner with trusted suppliers to source high-quality aluminum while maximizing the use of recycled pre- and post-consumer scrap. Our Supplier Code of Conduct sets clear expectations for ethical, environmental, and socially responsible practices.

For more information: [Pages 14, 45-47](#)

## Product Development and Innovation

Our engineers and metallurgists collaborate with sales to deliver high-quality, efficient solutions. Recent innovation milestones include the 2024 launch of **KaiserSelect®** Next Gen and the 2025 commercialization of two high-recycled-content products for automotive and packaging.

For more information: [Pages 31-33](#)



## Manufacturing and Fabrication

We produce semi-fabricated products including plate, sheet, coil, rod, bar, tube, and wire at select locations across 13 North American facilities. One operation also performs machining, welding, fabrication, and 3D printing for complex parts.

For more information: [Page 5](#)



## Process Optimization

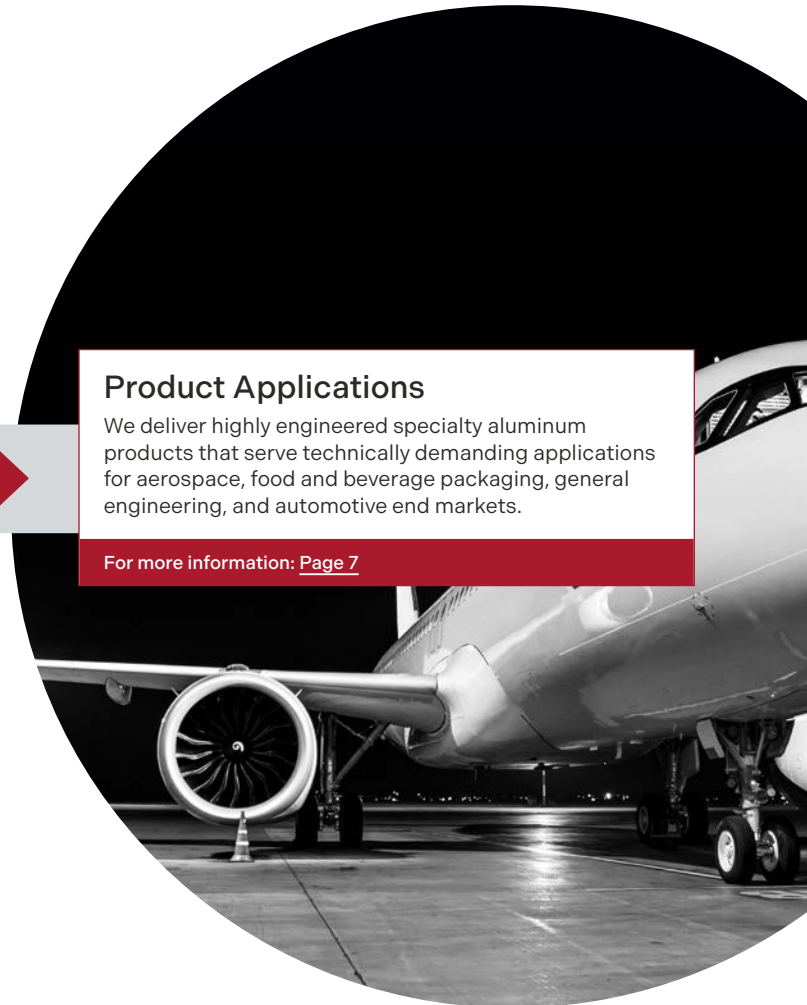
Precision process controls and continuous improvement drive reliable delivery while reinforcing strong safety and environmental performance. Through closed-loop customer partnerships and internal scrap recovery, we recycle high-quality material, reduce primary aluminum use, and return internal scrap back into production.

For more information: [Pages 18-30, 40-43](#)

## Product Applications

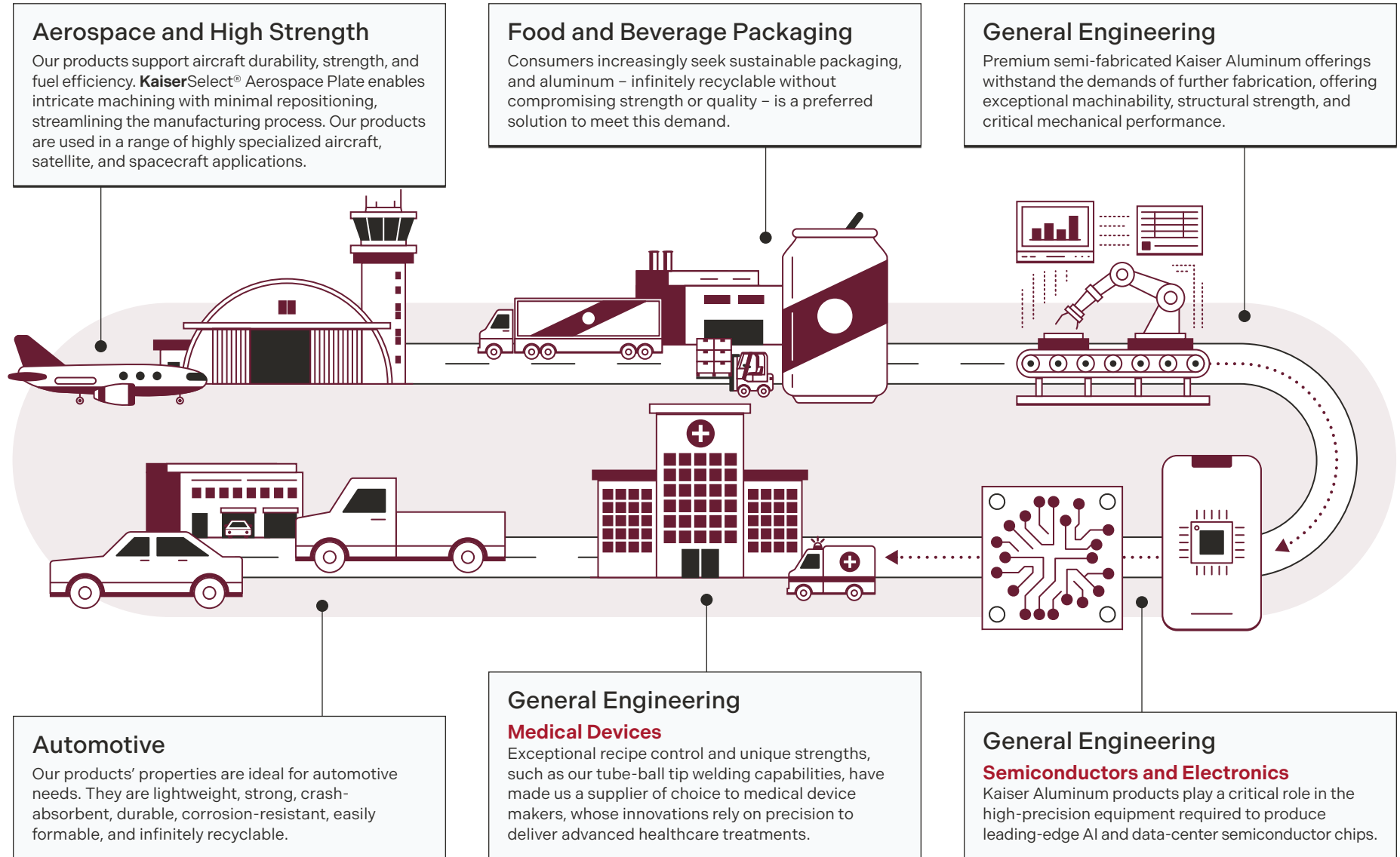
We deliver highly engineered specialty aluminum products that serve technically demanding applications for aerospace, food and beverage packaging, general engineering, and automotive end markets.

For more information: [Page 7](#)



# Our Products in Society

Our expertise in metallurgy, process engineering, and process control – combined with a record of manufacturing excellence – allows us to manufacture and deliver products that meet rigorous standards across a range of vital applications.



**Aerospace and High Strength**  
Our products support aircraft durability, strength, and fuel efficiency. **KaiserSelect®** Aerospace Plate enables intricate machining with minimal repositioning, streamlining the manufacturing process. Our products are used in a range of highly specialized aircraft, satellite, and spacecraft applications.

**Food and Beverage Packaging**  
Consumers increasingly seek sustainable packaging, and aluminum – infinitely recyclable without compromising strength or quality – is a preferred solution to meet this demand.

**General Engineering**  
Premium semi-fabricated Kaiser Aluminum offerings withstand the demands of further fabrication, offering exceptional machinability, structural strength, and critical mechanical performance.

**Automotive**  
Our products' properties are ideal for automotive needs. They are lightweight, strong, crash-absorbent, durable, corrosion-resistant, easily formable, and infinitely recyclable.

**General Engineering**  
**Medical Devices**  
Exceptional recipe control and unique strengths, such as our tube-ball tip welding capabilities, have made us a supplier of choice to medical device makers, whose innovations rely on precision to deliver advanced healthcare treatments.

**General Engineering**  
**Semiconductors and Electronics**  
Kaiser Aluminum products play a critical role in the high-precision equipment required to produce leading-edge AI and data-center semiconductor chips.

# Our Corporate Values

Our corporate values guide everything we do, grounding our culture and shaping every aspect of our work – from day-to-day operations to major strategic initiatives. Our sustainability approach and our corporate values are tightly linked. Both grow out of a steadfast commitment to building long-term value and shared success. Learn more about our Corporate Values on [our website](#).



## Preferred Investment

Honesty, transparency, discipline, and value creation are the foundation of our *Preferred Investment* value. Creating and delivering long-term value to our shareholders is at the core of being a *Preferred Investment*, and we do this by employing disciplined capital allocation priorities, maintaining financial strength and flexibility, creating and sustaining a defensible competitive position, and proactively engaging with and communicating a clear story to investors.



## Preferred Supplier

Providing a Best in Class experience for our customers is the foundation of our *Preferred Supplier* value. Quality, delivery, value, and customer satisfaction guide our operational decision-making, and the voice of our customers drives our process and product development initiatives.



## Preferred Employer

Our people are the heart of Kaiser Aluminum, and our *Preferred Employer* value is our commitment to them. Our *Preferred Employer* value entails attracting, developing, promoting, and retaining people from all cultures and segments of the population based on ability; treating all our employees with dignity and respect; making sure our employees return home safely every day; providing an environment of diversity, inclusion, belonging, empowerment, responsibility, and accountability; developing and maintaining a positive relationship with all employees and their designated representatives; and offering competitive and equal pay and benefits that attract and retain employees. These measures guide our workplace behavior, which is defined by respect, responsiveness, communication, learning, and empowerment.



## Preferred Customer

Being a *Preferred Customer* guides our relationships with our suppliers. Integrity, collaboration, communication, and accountability are integral components of our purchasing processes and standards. We commit to paying a competitive price for the value our suppliers provide. Our suppliers are our trusted partners, and we value these relationships.



## Valued Corporate Citizen

Being a *Valued Corporate Citizen* guides our environmental, social, and governance decisions. We are committed to being socially responsible and active members of our industry and the communities in which we operate, and where our employees and their families live.

# Sustainability at Kaiser Aluminum

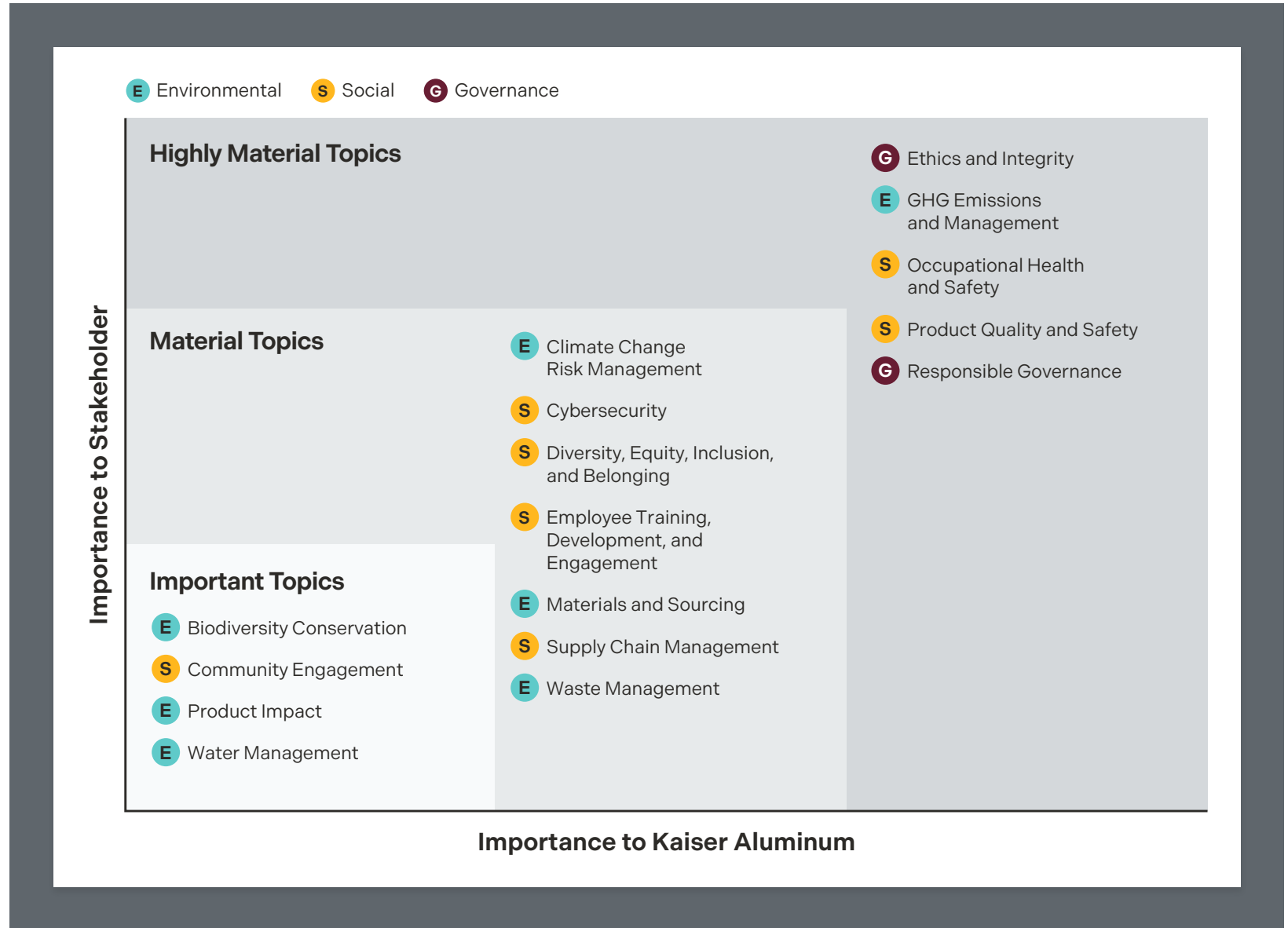
Sustainability has long been the foundation of Kaiser Aluminum’s business strategy and operations. Aluminum, a material that retains its strength and quality through endless recycling, is a cornerstone of modern life. Most people are rarely more than a few feet away from an aluminum product. Aluminum’s versatility and durability make it a key material for building a lower-carbon future.

By partnering with customers to design and manufacture quality products that meet the needs of a circular economy, we deliver lasting value to them as well as to our investors, suppliers, employees, and communities. Guided by our corporate values, we foster a culture that promotes sustainable value, drives innovation, and supports long-term success.

## Materiality assessment

Completed in 2023, our materiality assessment helped identify the priorities of Kaiser Aluminum stakeholders, including investors, customers, suppliers, employees, and executives. With the support of a third party, we surveyed these stakeholder groups on a range of environmental, social, and governance topics. The resulting prioritization of topics are illustrated to the right, and indicate the importance of the topics to our stakeholders and to Kaiser Aluminum. These materiality assessment findings are reflected in our business and sustainability strategies and guide our efforts to deliver long-term sustainable value.

While biodiversity conservation and community engagement emerged as lower priorities for our stakeholders, these topics are nevertheless important as we continue to frame our approach to sustainability at Kaiser Aluminum. They are covered on [pages 30](#) and [49–52](#), respectively.



# Preferred Investment

We strive to deliver strong results for shareholders through a combination of disciplined capital investment, rigorous oversight, and a culture that empowers people to do their best work.

## In This Section

- Corporate Governance and Sustainability Oversight
- Ethics and Compliance Reporting Concerns
- Human Rights
- Public Policy and Advocacy
- Cybersecurity and Data Privacy



# Corporate Governance and Sustainability Oversight

Our Board of Directors provides oversight of Kaiser Aluminum, including our sustainability program, with a view to driving long-term value for all stakeholders.

Our core values, supplemented by a suite of regularly reviewed policies, including rigorous ethics and compliance standards, guide our governance programs. Detailed information on our compensation philosophy, Board expertise and practices, shareholder engagement, and other topics is available in our [Proxy Statement](#).

The Sustainability Committee of the Board oversees the execution of our sustainability initiatives and strategies. The Committee meets quarterly to advise our Senior Leadership Team (SLT) and Vice President of Sustainability, who work with functional leaders to develop and execute these strategies. In 2025, the Sustainability Committee held four meetings, each with 100% attendance.

## Sustainability oversight



**Sustainability Board Committee**



**Senior Leadership Team (SLT)**



**Sustainability Leadership Advisory Committee (SLAC)**



# Ethics and Compliance

In keeping with our Company’s core values, we expect everyone connected to Kaiser Aluminum to demonstrate high standards of ethics and compliance with all relevant policies, laws, and regulations. Acting with integrity and accountability is a fundamental responsibility of every Kaiser Board member, executive, and employee. Our Code of Business Conduct and Ethics codifies these expectations and applies to all employees and business partners, as well as to our Board.

## Communicating expectations

All salaried Kaiser Aluminum employees complete online training on the Code of Business Conduct and Ethics upon joining the Company and on an annual basis thereafter. This training helps employees understand our core values, policies, and practices related to business ethics, including our anti-corruption and anti-harassment policies and the importance of reporting behavior that may conflict with our corporate values and our policies. Team members in specialized roles receive additional online or in-person training during meetings, events, or conferences to address responsibilities, risks, and scenarios specific to their roles.

## Oversight

Ethical, responsible business practices are reviewed by Kaiser Aluminum’s Board and implemented through leadership at every level. The Executive Vice President, Chief Administrative Officer and General Counsel oversees the ethics program and adherence to the Code of Business Conduct and Ethics. At least quarterly, the Board is briefed on reports submitted through our ethics and compliance hotline (see [next page](#)).

As detailed in its Charter, the Board’s Nominating and Corporate Governance Committee conducts an annual review of the Code of Business Conduct and Ethics, considering updates as necessary. The full Board, alongside our SLT, monitors compliance with the Code and with relevant laws and regulations. In addition, for higher-level risks, like potential fraud impacting the Company, the Audit Committee Chair is promptly notified.

Each year, our leadership team members, including senior executives, operations leaders, and a broad spectrum of other salaried employees, complete a governance survey. This survey assesses our control environment, governance processes, ethics and compliance practices, risk evaluation and mitigation strategies, and the effectiveness of our communication, monitoring, and reporting mechanisms. Results are shared with the Board’s Audit Committee and with the full Board to guide continuous improvement.

### Key policies

[Code of Business Conduct and Ethics](#)

[Charter of the Nominating and Corporate Governance Committee](#)





## Reporting Concerns

We encourage stakeholders to voice concerns about any potential violations of our Code of Business Conduct and Ethics. We review every report we receive and have clear mechanisms for deciding upon and conducting investigations.

### Channels for reporting

Reports can be made through multiple channels, including directly to supervisors or location managers, or to our Human Resources or Legal departments. We also enable anonymous or direct reporting through InTouch, an ethics hotline managed by a third party. Available 24/7, 365 days a year, InTouch supports reporting by phone or email in several languages. We publicize the availability of this service on our website, through our Company intranet, and through on-site signage across our locations. We do not tolerate retaliation for reports made in good faith.

### Investigation of reports

Our Vice President (VP) of Human Resources and our Executive Vice President (EVP), Chief Administrative Officer and General Counsel oversee the investigation of InTouch reports. Each submission through InTouch is logged, reviewed, and, if warranted, assigned for investigation. Investigators provide an internal report through the reporting system once the investigation is complete. To ensure a thorough resolution, final responses are reviewed by the EVP, Chief Administrative Officer and General Counsel and the VP of Human Resources before the cases are closed.

#### InTouch can be contacted in one of two ways:

**By telephone** – An InTouch representative will explain the program and treat the call confidentially. Callers will remain anonymous. From North America, dial toll-free **1-866-204-9793**.

**By email** – Send a message to [info@getintouch.com](mailto:info@getintouch.com).

## Human Rights

We are committed to respecting, protecting, and advancing fundamental human rights. Kaiser Aluminum fulfills this commitment through our interactions with our employees, suppliers, customers, and other stakeholders and in a manner consistent with the International Bill of Human Rights (the Universal Declaration of Human Rights and the two international covenants) and with the International Labour Organization's Declaration on the Fundamental Principles and Rights at Work.

### Key policies and documents

- Our [Code of Business Conduct and Ethics](#) articulates our expectations of Kaiser employees. All salaried employees undergo mandatory training on our Code annually, which confirms that the provisions of our Human Rights Policy and Supplier Code of Conduct are broadly understood across our organization.
- Our [Human Rights Policy](#) clearly defines our expectations for all Kaiser Aluminum employees and suppliers.
- Our [Supplier Code of Conduct](#) articulates our expectation that the organizations with which we do business will adhere to the highest standards of ethics and integrity, including the protection of human rights.
- Our [Fighting Against Forced and Child Labour report](#) provides further information on our human rights policies, procedures, and practices.

### Understanding and mitigating risks

With our semi-fabricated aluminum product operations concentrated in the U.S. and Canada, we have limited direct exposure to human rights risks. Nevertheless, we are committed to respecting human rights throughout our supply chain. Our InTouch hotline (see [page 13](#)) offers a secure and anonymous channel for reporting any concerns, including those related to ethics, compliance, or human rights.



## Public Policy and Advocacy

We strive to build and maintain constructive relationships with public officials, regulatory agencies, and non-governmental organizations (NGOs) in the communities where we operate.

### A constructive and responsible voice

Aligned with our commitment to being a *Preferred Investment, Preferred Supplier, and Valued Corporate Citizen*, we engage constructively in policy and regulatory dialogue. By understanding the priorities of policymakers and regulators and applying our technical expertise, we help shape practical solutions that advance public objectives while supporting the long-term success of our Company and the broader industry. Our political spending is modest, and where we make contributions – whether at the federal or state level – we comply fully with all legal rules and reporting requirements.

### Collaborating with industry

We participate in various industry organizations, trade associations, chambers of commerce, and other NGOs. In addition to establishing and articulating shared policy priorities, these groups collaborate to drive innovation, encourage the exchange of best practices, develop industry standards, and generate guidance on issues that affect our business. Current priority areas include trade, energy, and recycling policies.

We also work with these partners to contribute to initiatives that deliver benefits across society and the economy. A current example is our extensive work to grow the domestic pipeline of talent in technical fields and skilled trades (see [pages 35–36](#)).

**//** Our involvement in aluminum trade associations helps represent the interests of our Company, employees, and communities on issues that matter most to our industry. These partnerships provide opportunities to advocate for policies that support domestic manufacturing, responsible environmental stewardship, increased recycling and circularity, and long-term economic growth. By engaging with industry leaders and policymakers, we help build a stronger, more sustainable future for aluminum and the communities that depend on it.”

**Donna Kopecky**

Vice President, Sustainability

### Our main industry partners:



# Cybersecurity and Data Privacy

Kaiser Aluminum’s multi-layered information security system is designed to mitigate the risk of cybersecurity breaches and to build trust among our stakeholders regarding the handling of our data assets and our overall approach to privacy. Our approach is aligned with the National Institute of Standards and Technology (NIST) framework.

## Leadership and oversight

	Responsibility	Review Frequency
<b>Board</b>		
Full Board	Oversight of general risk management processes Oversight of assessments designed to monitor and control information security risks	At least annually
Full Board and Audit Committee of the Board	Review of risks relating to our information technology systems, including cybersecurity and emerging developments and threats Strategy development for mitigating cyber risk	At least twice annually
<b>Management</b>		
Senior Leadership Team	Review of our information security performance Review of recent cybersecurity industry trends with our Chief Information Officer	At least monthly
Chief Information Officer	Oversight of the implementation, management, and effectiveness of Company cybersecurity and data management programs	Ongoing
Director of Cybersecurity	Leadership of Company cybersecurity efforts, including the engagement of third-party experts to test our processes and systems	Ongoing



## Training and preparedness

Our risk management strategy mandates information security training for employees potentially affected by cyber risk. The required training, delivered annually, aims to equip Kaiser team members, including executive management, with the tools to mitigate risks. The Director of Cybersecurity also provides employees with quarterly updates on emerging trends and relevant cyberthreats, helping to promote ongoing awareness and vigilance across the organization.

To strengthen and test our preparedness, we also:

- Conduct periodic cyberattack simulations led by third-party consultants.
- Review our systems and processes to stay ahead of evolving cyberthreats.
- Engage independent third parties to evaluate our security measures.
- Maintain a dedicated on-call response team to actively monitor cyberthreats and enable a quick response in the event of a breach.

While we have not encountered any significant actual or attempted breaches, whether to our systems or the systems of our third-party vendors, that have resulted in material financial loss for the Company, the threats are evolving and increasing and we remain vigilant to defend against those threats and are prepared to address any breach. With a dedicated response team available around the clock, coupled with a cyber risk insurance policy, we have proactively built a robust defense and recovery plan against potential risks.

# Preferred Supplier

We take pride in rising to our customers' toughest challenges. Our products meet the demands of some of the world's most technically demanding industries. Our processes are designed to deliver consistently, and our teams remain responsive as customer business needs and sustainability expectations continue to evolve.

## In This Section

Environmental Management  
 Environmental Policy  
 Climate and Emissions  
 Building Climate Resilience  
 Scope 1 and 2 GHG Emissions  
 Scope 3 GHG Emissions

Energy Consumption  
 Waste Reduction and Management  
 Nature  
 Product Innovation  
 Quality and Performance  
 "A Game-Changer"



# Environmental Management

Kaiser Aluminum uses a well-established set of policies and practices to support effective and responsible environmental management across our organization.

## Oversight of environmental management

As established in its [Charter](#), the Sustainability Committee of the Board oversees our sustainability strategy and initiatives. The Committee meets quarterly to review key strategies, initiatives, metrics, and targets.

Our Senior Leadership Team, the Vice President of Sustainability, and functional leaders across the organization manage our sustainability program and priority initiatives, including environmental management topics. Together, these groups work collaboratively to implement key strategies and manage ongoing performance. Progress updates are provided to the Board's Sustainability Committee quarterly.

**//** As CFO, I believe sustainability governance is essential to creating long-term value and managing risk. Through regular oversight by our Board's Sustainability Committee and active engagement from leaders across the organization, we integrate sustainability considerations into our business strategy and decision-making. This collaborative approach helps drive accountability, improve performance, and support sustainable growth for the benefit of our shareholders, employees, customers, and communities."

**Neal West**

Executive Vice President and Chief Financial Officer





## Environmental Policy

Our **Environmental Policy** defines Kaiser Aluminum's commitment to environmental stewardship by outlining our engagement with stakeholders and the principles and approaches by which we seek to minimize our environmental impact.

Our Corporate Environmental Affairs team reviews this policy regularly to ensure its continued relevance and efficacy. While our Company's overarching policy applies to all Kaiser operations, each site develops detailed, customized environmental policies as part of its Environmental Management System (EMS). These site-specific policies must be approved by relevant Kaiser executives and by each facility's senior leaders to ensure alignment with both corporate goals and local operational requirements.

### Environmental Management Systems

Each EMS specifies the standards, processes, and procedures we employ to monitor and gather data, establish targets, assess and reduce our environmental impact, and adhere to regulatory requirements. While our Corporate Environmental Affairs team provides oversight, each EMS is tailored to its site and clearly defines employee roles and responsibilities. Employees receive training designed to help them understand and fulfill their responsibilities effectively. Each site's EMS is managed by the site environmental manager or the individual responsible for environmental initiatives and compliance.

In addition, each site's EMS is aligned with ISO 14001. This alignment supports our ability to adhere to shared environmental management standards across our operations. The Corporate Environmental Affairs team conducts internal audits at all sites at least every three years. After completing audits, we review the results and create plans to address any identified issues or gaps. Each facility follows a structured corrective action process where necessary, including a root-cause analysis, which in turn forms a targeted corrective action plan. We disclose environmental incidents that result in penalties greater than \$25,000. In 2025, we incurred no such penalties.

### Aluminum Stewardship Initiative

The Aluminum Stewardship Initiative (ASI) is a non-profit standard-setting organization for companies and stakeholders in the global aluminum value chain. ASI's standards enable industry participants to assess their sustainability performance against those standards. Our Warrick facility holds certification under ASI's Performance Standard, which is built on environmental, social, and governance pillars. Each pillar details metrics, policies, and initiatives. For example, the environmental pillar details items such as maintaining an EMS, implementing GHG emissions reduction initiatives, and assessing biodiversity risks and impacts. Our Warrick facility is certified to the ASI Performance Standard V3.1.

# Climate and Emissions

Aluminum’s strength, durability, and infinite recyclability make it an ideal material for transitioning to a lower-carbon future. When combined with our products and our production methods – designed to both reduce resource use and maximize our customers’ operational efficiency – we believe we play a meaningful role in efforts to transition to a more sustainable economy and limit global warming to below 1.5°C by 2050, as outlined in the 2015 Paris Agreement.

## Our climate strategy

In 2021, we established a climate strategy that included a range of measures designed to reduce our emissions over time – from sourcing cleaner power to deepening our circularity commitments to seeking less carbon-intensive primary aluminum. Our strategy includes specific targets for reducing our emissions intensity by 2030 (from a 2019 baseline). Although developed independently, Kaiser’s climate strategy is broadly aligned with the three emissions reduction pathways set out by the International Aluminum Institute.

## Kaiser Aluminum GHG emissions reduction strategy

**1**

### Energy Decarbonization

Transition to cleaner energy sources and integration of new technologies to increase efficiency and reduce emissions.

- We continue to use lower-emissions grid energy where possible, across the 13 facilities where we operate. The complete separation from the adjacent third-party coal-fired power plant at our Warrick rolling mill operation, carried out in 2024, was a part of this strategy. We are also investing in reliability enhancements and technology improvements to reduce Scope 1 emissions. Capital projects underway at our Trentwood facility are expected to reduce that operation’s carbon intensity by 6% by 2035.

**2**

### Indirect Emissions Reduction

Replace primary aluminum produced using coal-based electricity with primary aluminum produced with lower-carbon energy sources.

- We continue to advance initiatives to source lower-carbon primary aluminum produced using more renewable forms of energy where market conditions and availability permit.

**3**

### Recycling and Resource Efficiency

Increase utilization of recycled aluminum to reduce our reliance on primary aluminum.

- We continue to activate closed-loop recycling partnerships and other scrap recovery collaborations with customers.
- We continue to engage in research and development efforts to increase recycled content in our products.
- We continue to work with the Aluminum Association and the Can Manufacturers Institute (CMI) to advocate for recycling policies that support scrap recovery and U.S. aluminum production.
- We continue to support the efforts of the CMI to standardize the methods for calculating the amount of recycled content in aluminum beverage and food can products. This helps customers and end consumers make apples-to-apples comparisons between global metal producers.

**Working toward our 2030 targets**

Target <sup>1</sup>	2025 Activity Update
Reduce Scope 1 and 2 intensity by 20%	<ul style="list-style-type: none"> <li>2025 was our first full year of operating our Warrick facility using lower-carbon electricity from the local grid, as opposed to power generated from the adjacent third-party coal-fired power plant.</li> </ul>
Reduce estimated Scope 3 intensity by 35%	<ul style="list-style-type: none"> <li>We commercialized two high-recycled-content products – one in our automotive business and one in our packaging business.</li> <li>We continued to explore new alloys that will deliver the performance our customers require while absorbing a higher share of recycled content.</li> <li>To support our customers in measuring and improving their climate performance, we initiated a lifecycle analysis of aluminum can sheet products. This analysis allows for more transparency on the embedded carbon in our Warrick packaging products.</li> </ul>
Reduce estimated combined Scope 1, 2, and 3 intensity by 30%	<ul style="list-style-type: none"> <li>The efforts listed above contribute to progress against this combined target.</li> </ul>

**//** Aluminum is playing an essential role in building a more sustainable future. By implementing responsible production practices, expanding circularity, and continuously improving the efficiency of our operations and products, we are working to create long-term value for our stakeholders and the environment. Our climate strategy reflects our commitment to meaningful progress as we support the transition to a lower-carbon economy.”

**Donna Kopecky**  
Vice President, Sustainability

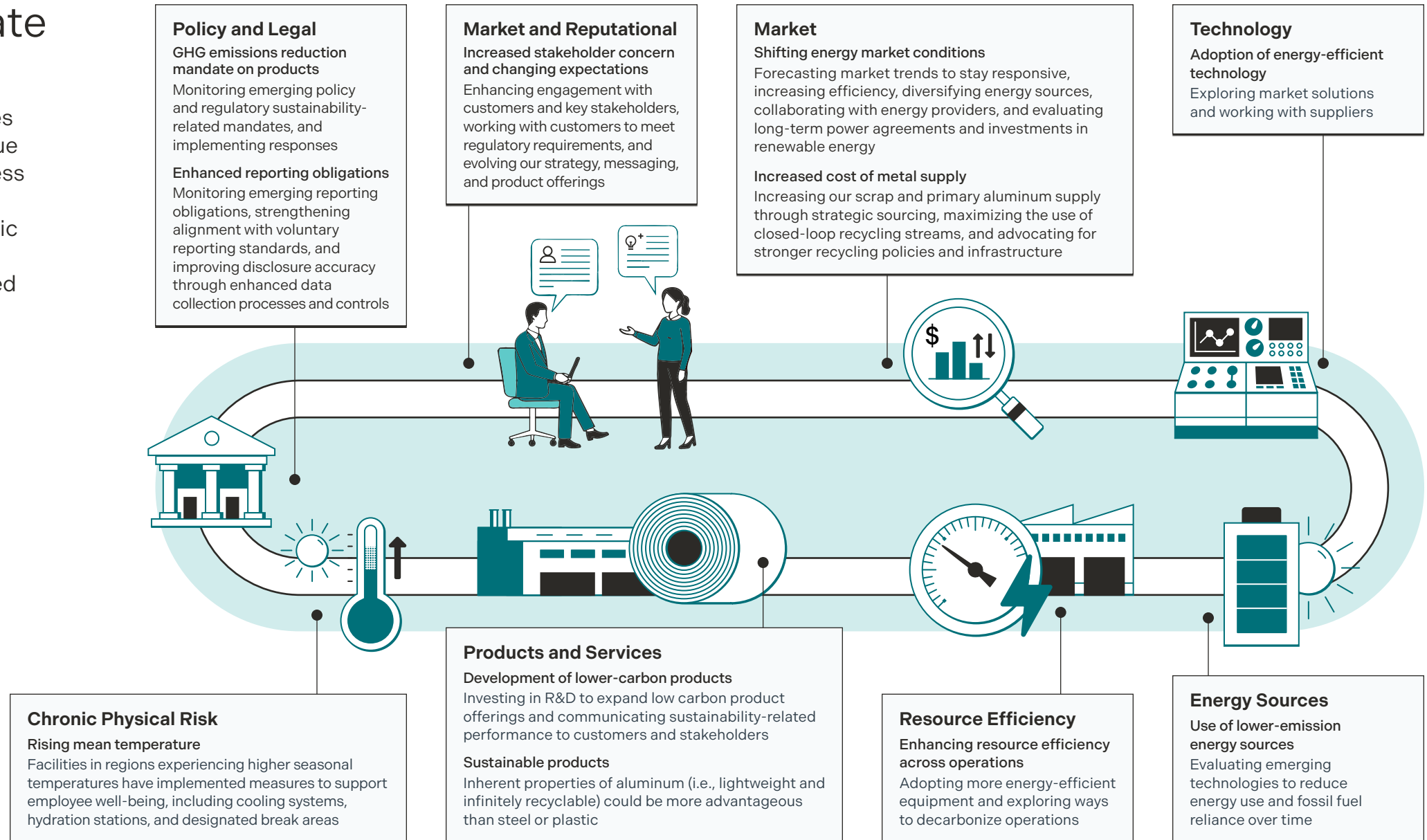
<sup>1</sup> All targets are relative to a 2019 baseline.



# Building Climate Resilience

Kaiser Aluminum recognizes that building long-term value requires sustainable business practices and responsible governance. This infographic summarizes our approach to mitigating climate-related risks and addressing potential opportunities.

See our [TCFD Report](#) for more information.



## Scope 1 and 2 GHG Emissions

We recognize the importance of transitioning to lower-carbon energy sources and anticipate that future advancements in reliable, cost-effective, and commercially viable clean energy technologies will create meaningful opportunities to reduce emissions across our manufacturing footprint.

Our Scope 1 GHG emissions result primarily from natural gas combustion used in high-temperature thermal processes – such as melting and heat treating – across our manufacturing facilities. These energy-intensive processes will remain reliant on fossil fuels until technologically and economically viable alternatives are available.

Kaiser's Scope 2 GHG emissions result primarily from purchased electricity and our other utilities across our operations.

Our total estimated Scope 1 and 2 absolute, year-over-year GHG emissions decreased by 12% in 2025 compared to 2024. GHG emissions declined as the Warrick facility realized a full year of benefits from a capital project that transitioned its energy

supply from coal-fired power from an adjacent smelter to electricity purchased from the local grid.

Our Scope 1 and 2 year-over-year emissions intensity fell by 6% this year relative to 2024. This trend was driven by the factors noted above and is partially offset by lower production volumes associated with planned investments at Trentwood and Warrick.

Our 2025 emissions represent a 29% reduction in total Scope 1 and 2 absolute GHG emissions relative to our 2019 baseline.

Our 2025 emissions represent a 17% reduction in total Scope 1 and 2 GHG emissions intensity relative to our 2019 baseline.

**“ Our sustainability journey is built on continuous improvement. Through thoughtful investments, operational innovation, and the dedication of our employees, we are making meaningful progress toward reducing our environmental footprint and creating long-term value for our customers, communities, and stakeholders.”**

**Tom Robb**

Executive Vice President, Manufacturing

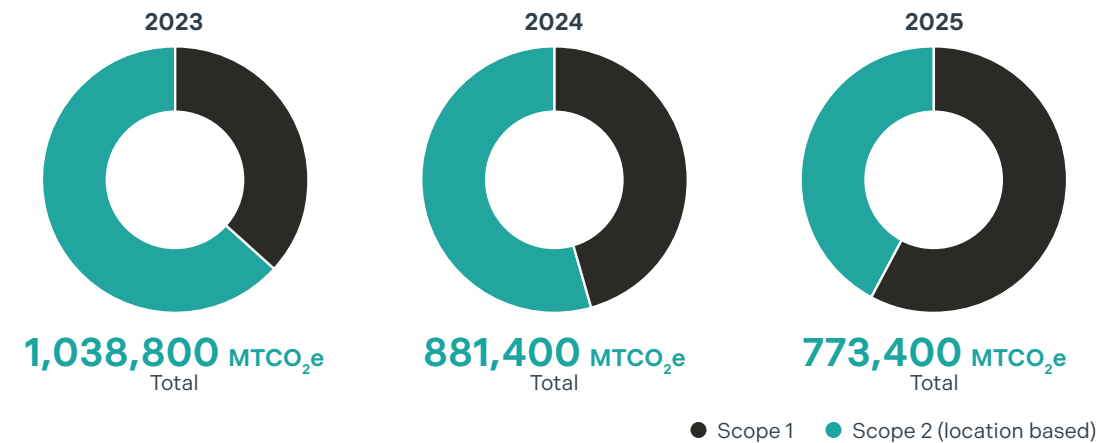


## Scope 1 and 2 GHG emissions performance

### Scope 1 and 2 absolute GHG emissions<sup>1</sup>

MTCO<sub>2</sub>e

Emissions	2023	2024	2025
Scope 1	382,300	402,000	446,900
Scope 2 (location based) <sup>2</sup>	656,500	479,400	326,500
<b>Total Scope 1 and 2</b>	<b>1,038,800</b>	<b>881,400</b>	<b>773,400</b>



<sup>1</sup> Includes data for all 13 facilities.

<sup>2</sup> Our Scope 2 market-based emissions are equal to our Scope 2 location-based emissions.

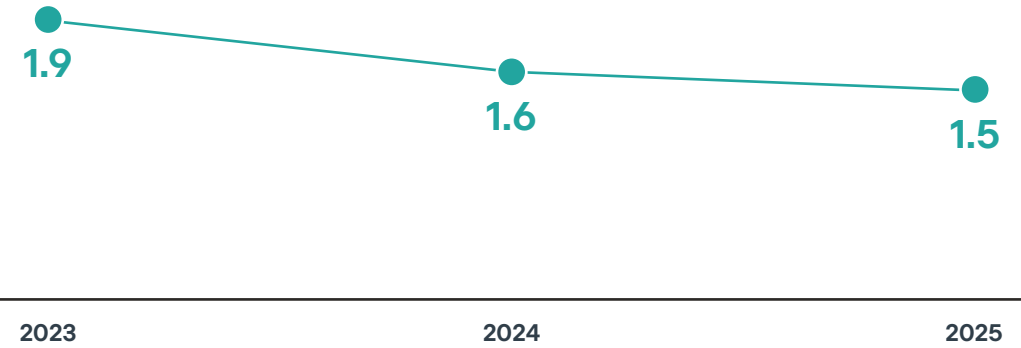
### Scope 1 GHG air emissions by type

MTCO<sub>2</sub>e

GHG Type	2023	2024	2025
Carbon Dioxide (CO <sub>2</sub> )	381,900	401,600	446,400
Methane (CH <sub>4</sub> )	180	212	236
Nitrous Oxide (N <sub>2</sub> O)	214	201	223

### Scope 1 and 2 GHG emissions intensity

MTCO<sub>2</sub>e/packed MT



## Scope 3 GHG Emissions

Producing Kaiser Aluminum’s high-quality, semi-fabricated aluminum products starts with sourcing primary aluminum as a key input and maximizing recycled content where possible. We are not producers of primary aluminum but buyers, focused on delivering value-added products to our customers.

Primary aluminum production creates emissions both through the mining of raw material, notably bauxite, and through the refining and smelting of alumina. According to the International Aluminium Institute,<sup>1</sup> over 90% of the aluminum industry’s carbon footprint comes from primary aluminum production. When production relies on coal-fired power as opposed to hydroelectric power, emissions can be three times as high per metric tonnes of aluminum produced.<sup>2</sup>

Although we continue to increase our use of recycled aluminum when feasible, primary aluminum remains a key contributor to our Scope 3 GHG emissions and overall product carbon footprint. Where market conditions and availability permit, we continue to prioritize sourcing lower-carbon primary aluminum and increasing our use of recycled aluminum to support our emissions reduction goals.

1 Source: [Making Net-Zero Aluminium Possible](#).

2 18 million metric tonnes of CO<sub>2</sub>e per million metric tonnes of aluminum produced, compared to 6 million metric tonnes.

3 Reported data is based on facilities required to report annual air emissions to regulatory agencies – Bellwood, Kalamazoo, Los Angeles, Newark, Trentwood, and Warrick.

4 This figure differs from one that appeared in a previous report; the change reflects updated data.

### Non-GHG air emissions

We monitor and work to reduce non-GHG air emissions across our operations. These emissions, which vary by site, are regulated by federal, state, and local agencies. Kaiser facilities report air emissions data annually to these agencies as required by government permits. The key non-GHG air emissions we monitor include carbon monoxide (CO), particulate matter (PM), nitrogen oxides (NO<sub>x</sub>), sulfur oxides (SO<sub>x</sub>), lead (PB), and volatile organic compounds (VOCs).

#### Non-GHG air emissions<sup>3</sup>

Metric Tonnes

	2023	2024	2025
CO	815 <sup>4</sup>	793	953
PM	163	140	159
NO <sub>x</sub>	762	741	829
SO <sub>x</sub>	4	3	3
PB	0.1	0.1	0.1
VOCs	743	723	729



# Energy Consumption

Our production processes are inherently energy intensive. Sourcing energy and managing our usage effectively are critical priorities as we work to reduce our climate impact. This is especially true of the facilities where we use a large amount of energy to cast, roll, extrude, and recycle aluminum.

Following the separation of our Warrick operation from an adjacent coal-fired power facility in 2024, all electricity consumed by our operations has been sourced exclusively from utility grids. This remained the case throughout 2025 and is expected to continue for the foreseeable future. The composition of grid-supplied electricity varies by eGRID subregion, reflecting differences in regional energy resources and utility-specific generation portfolios.

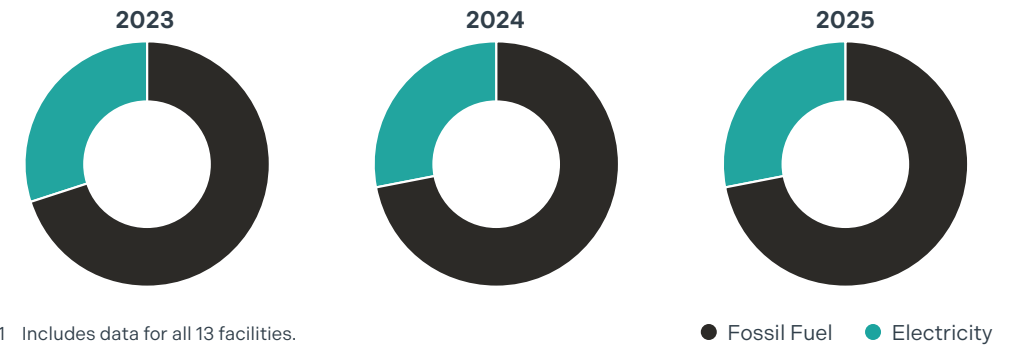
In 2024, we developed and implemented a modeling framework to assess the impacts of legislated renewable portfolio standards on the utility grids serving each of our facilities. Beginning in 2025 and on an ongoing basis, we are using this model – together with additional analytical tools – to monitor and evaluate state-level renewable portfolio standards and related legislation, and, where appropriate, to engage on these topics while assessing their potential implications for our operations and long-term sustainability objectives.

## Renewables

Part of our energy mix comes from renewable sources like wind and hydro power; our ability to source these forms of power depends on the grids to which we have access. In 2025, around 7% of the total energy consumed by our operations, both direct and indirect, and about 27% of our purchased electricity came from renewable sources.

### Energy consumption<sup>1</sup>

Energy Source	2023	2024	2025
Fossil Fuel (e.g., Natural Gas)	70%	72%	72%
Electricity	30%	28%	28%



# Waste Reduction and Management

Kaiser Aluminum strives to minimize the waste we produce and to maximize our use of recycled material wherever possible. While many organizations share these kinds of waste reduction goals, our priorities and approach in this area are distinct. Aluminum is infinitely recyclable, and because our premium products are especially well suited to recycling and to closed-loop scrap recovery partnerships, the environmental benefits of recycling and the business imperative to optimize our handling of scrap are uniquely aligned.

## Understanding the link between quality and circularity

The quality of Kaiser Aluminum products supports our circularity goals by making it easier to reintegrate scrap into our manufacturing process.

An example of this principle in action:

Customers who make precision parts often rely on monolithic designs; they machine material away from a piece of aluminum plate to create a single seamless component. A high-quality product like **KaiserSelect® Next Gen** is appropriate for this kind of machining, which relies on consistent strength and low residual stress throughout the plate.

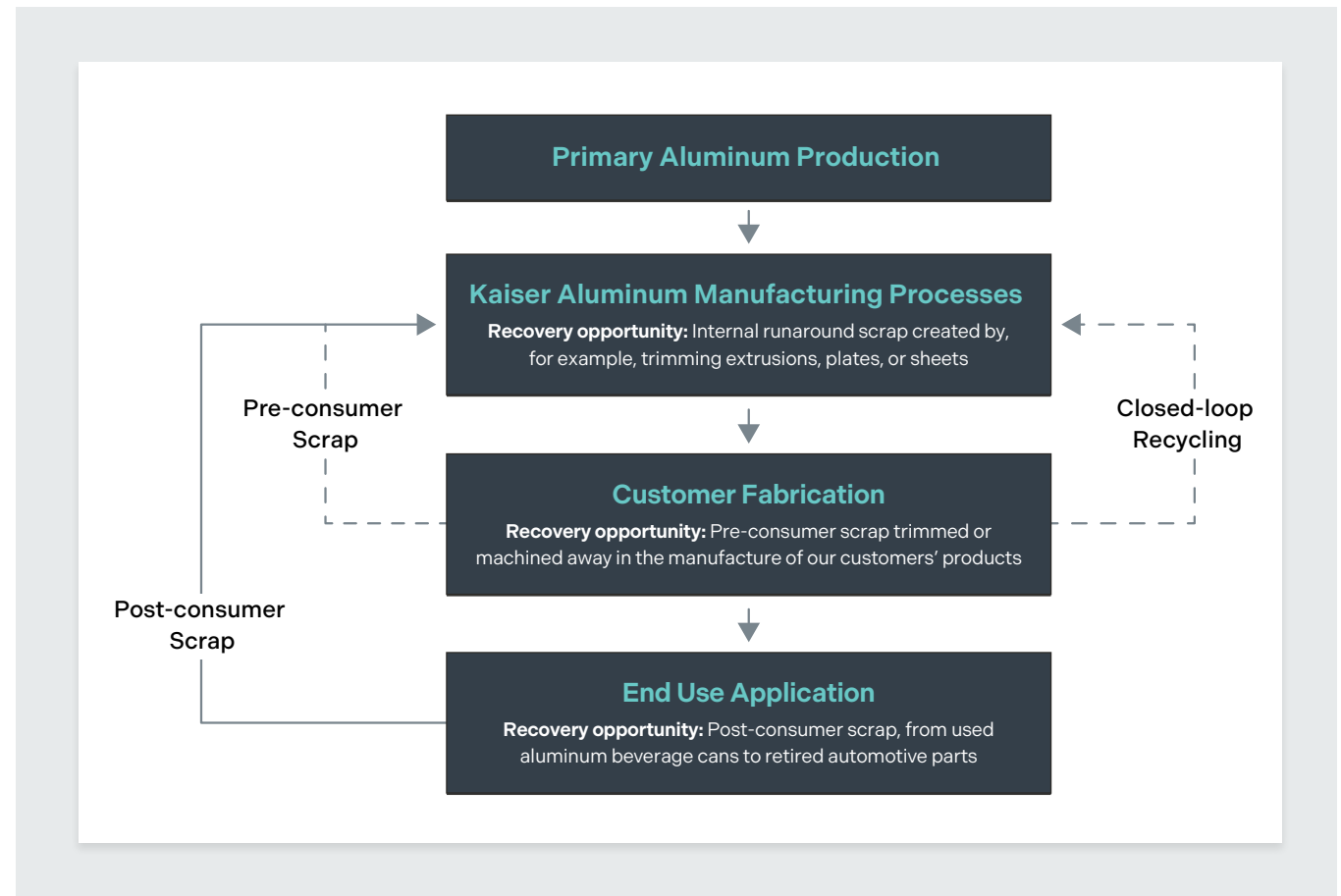
For customers who create monolithic designs, the component they manufacture might represent as little as 10% of the original

plate, meaning up to 90% is machined away as scrap. Using only one-tenth of the material and “scrapping” the rest might not sound like the beginning of a waste reduction success story. But under our closed-loop circularity partnerships, our customers recover the valuable material removed during machining and return it directly to us for recycling. Because the original aluminum plate is of such high quality, scrap material can be easily reintroduced into our manufacturing process.

In addition to benefiting the environment, the recovery and recycling of scrap from our direct customer relationships delivers clear business value for both Kaiser and our customers – saving premium material as well as the resources and costs associated with its initial production.

## Many opportunities for material recovery

Because aluminum is infinitely recyclable, it is possible to recover material at several stages in its lifecycle.





### Boosting recycled content

Aluminum can be recycled infinitely without losing its base properties, and there is a strong interest in recycled content across many markets. However, increasing recycled content in specific products is not always straightforward. The availability of suitable scrap is one constraint: scrap that has been segregated and is of consistent quality is easier to work with than mixed scrap. The technical and market considerations involved in meeting performance and specification requirements can also limit how much recycled material we can incorporate into a new product.

These dynamics mean that increasing recycled content through new alloy development requires coordination across sourcing, operations, and the broader value chain, along with careful management of metallurgical constraints to maintain required performance. Kaiser continues to make progress in this area, developing alloys that can incorporate higher levels of recycled content while meeting customer quality expectations. In 2025, we introduced two new high-recycled-content products to our product line, with more on the horizon.

### Waste<sup>1</sup>

Metric Tonnes

	2023	2024	2025
Waste Recycled, Reused, or Recovered	47,800	43,000	43,400
Total Hazardous Waste	570	600	1,108

<sup>1</sup> Reported data from all plants except London, Ontario.

### Chemical management

Certain production processes, as well as equipment operation and maintenance activities, require the use of chemicals. We implement a range of measures to promote the safe handling, storage, and disposal of these materials, including:

- Following a chemical approval process that involves internal risk evaluations and the evaluation of alternative substances.
- Completing regular site assessments and inventories to facilitate compliance with both regulatory requirements and Company standards.

As a global supplier, we adhere to a range of international laws and regulations, including the EU’s Registration, Evaluation, Authorization, and Restriction of Chemicals (REACH). This regulation emphasizes managing chemical-related risks, providing chemical safety information, and replacing dangerous chemicals with safer alternatives. In 2025, we had no releases above the reportable quantity requiring reporting to the National Response Center.

### Responsible handling of industrial waste

We take a multi-pronged approach:

**Standards and policies.** Each Kaiser Aluminum facility maintains waste management standards and processes that cover handling, storage, spill management, and compliance with local and federal regulations.

**Training.** Employees handling waste receive specialized training on the topics set out in our standards and policies, including emergency response procedures.

**Partners.** We work with certified third-party providers for waste storage, disposal, recycling, and transportation to ensure the responsible handling and disposal of materials. We conduct due diligence audits prior to provider engagement and throughout the duration of these relationships to verify compliance with our internal standards, applicable environmental requirements, and regulatory obligations.

### Recycled office waste

We responsibly manage common waste streams such as office recyclables, which represent a small share of our total waste. We provide on-site collection for office recyclables like paper, aluminum beverage containers, and plastics. Our IT team facilitates the appropriate handling and disposal of our electronic waste.

# Nature

Kaiser strives to work with care around both aquatic and land-based ecosystems. We take a range of steps to minimize our impact to local biodiversity and water resources.

## Water

Kaiser Aluminum recognizes water as a critical shared resource. We embrace our responsibility to act responsibly – both in the use of water at our facilities and as a neighbor of cherished waterways like the Spokane River.

### How and why we use water

Our operations depend on water; however, our consumption – defined as water withdrawn and not returned to the environment – is minimal. We employ non-contact cooling water systems and

recirculating cooling water systems across certain processes, enabling water to be circulated within closed-loop systems to cool equipment without exposure to contaminants. This approach allows water to be reused multiple times before being discharged. When discharge occurs, it may be directed to municipal treatment facilities or returned to the environment. All discharges are rigorously tested and continuously monitored by Kaiser and regulatory authorities for compliance with permit requirements.

## Water

	2023	2024	2025
Water Withdrawal (Million Cubic Meters)	13.4	14.6	13.1
Water Discharge (Million Cubic Meters) <sup>1</sup>	10.0	9.9	9.2
Water Consumption (Million Cubic Meters) <sup>2</sup>	3.5	4.7	3.9
Water Use Intensity (Water Withdrawn/Packed Metric Tonnes)	0.024	0.027	0.025

<sup>1</sup> Discharge reported for all sites with the exception of Richland, WA, Florence, AL and Sherman, TX.

<sup>2</sup> Water consumption is based on water withdrawal and water discharge data.

### Reducing our usage

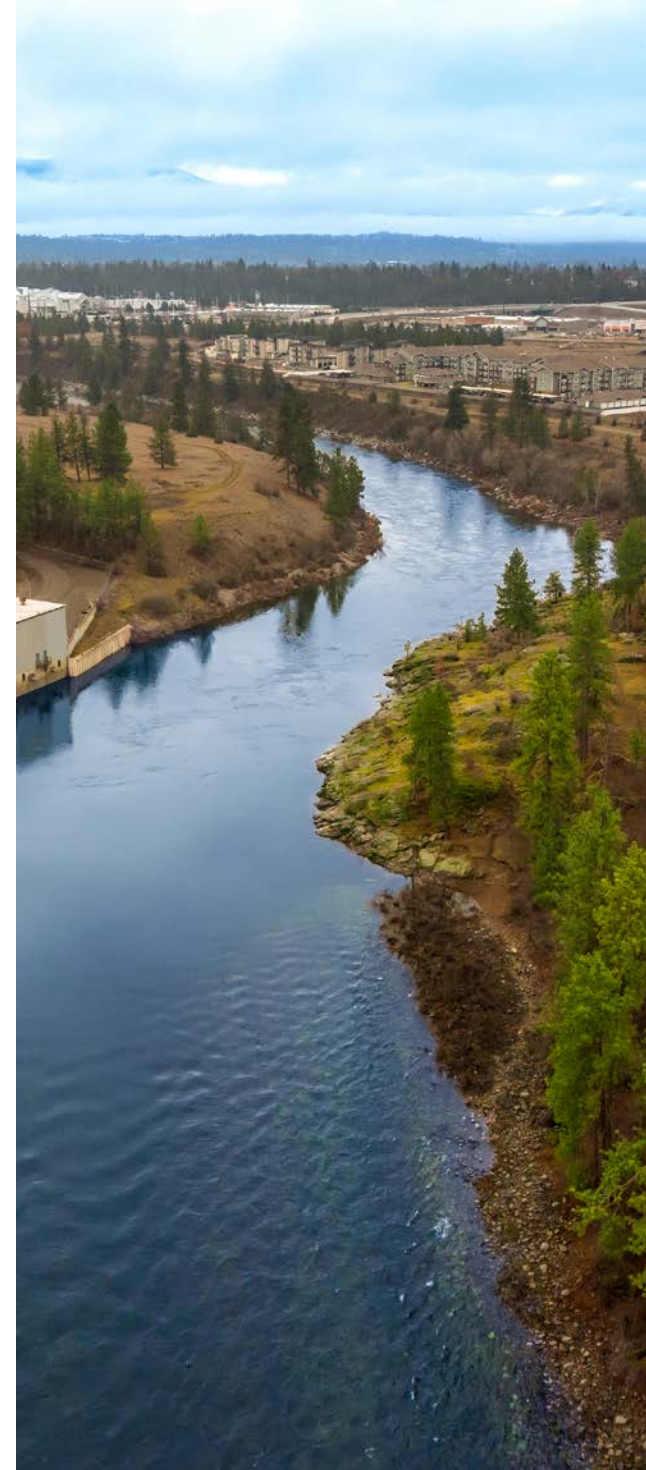
We continuously evaluate opportunities to reduce our use of resources, including water. In many applications, we have replaced water-based cooling systems with air-based alternatives, reducing overall water demand.

### Water-stressed regions

In 2023, we used the World Resources Institute's Aqueduct tools to determine if any Kaiser Aluminum sites are located in water-stressed regions. The assessment determined that three of our facilities are in regions with high water stress. These sites consume minimal water, however, accounting for less than 1% of the total water withdrawn across all our facilities. Our hard alloy tube production facility and our hard alloy extrusion facility, both in Chandler, Arizona account for 0.28% and 0.10% of our withdrawal, respectively. Our soft alloy extrusion facility in Los Angeles, California represents 0.27% of our water withdrawal.

### Key policies

Kaiser's **Environmental Policy** sets a range of standards for our operations, including strict compliance with all local, state, and federal water regulations.





## Biodiversity

Kaiser Aluminum supports initiatives to minimize our environmental impacts and conserve biodiversity, as part of our commitment to being a *Preferred Supplier* and *Valued Corporate Citizen*. As a manufacturer, our operational footprint is largely confined to areas immediately surrounding our facilities, resulting in relatively limited direct biodiversity risk. At the same time, our two largest facilities actively collaborate with state agencies on efforts to protect aquatic and terrestrial species and preserve habitat in the communities where we operate.



### Supporting the health of a local river

Reflecting our ongoing commitment to water stewardship and the communities where we operate, our Trentwood facility has taken steps to reduce its direct impact on the Spokane River. Process adaptations and efficiency improvements enabled the facility to stop withdrawing water from the river in 2021, ending a practice that had been in place since the 1940s.

We also support the health of the river through community engagement. Each year, Kaiser employees join neighbors in a Spokane River cleanup organized by the facility's Community Engagement Committee, helping remove litter and debris while supporting the river's ecological health, biodiversity, and recreational value.



### Helping to protect the Indiana bat

The endangered Indiana bat has been documented within half a mile of the Warrick facility in Newburgh, Indiana and may inhabit nearby woodland areas. Suitable roosting habitat exists primarily west of the facility, with limited habitat within the site's area of influence. Kaiser is implementing a site-wide habitat management plan – with an updated version scheduled for completion in mid-2026 – to protect potential bat habitat and support compliance with the Endangered Species Act.



### Supporting the health of Washington waterways

By treating legacy PCB groundwater contamination at our Trentwood facility with advanced UV light and hydrogen peroxide technology, we are supporting the health of local aquatic ecosystems. Through continuous monitoring and system enhancements, Kaiser is actively addressing the impacts of legacy PCB use in operations while conserving regional biodiversity and water resources.



## Product Innovation

Product innovation and quality are integral to our success. Kaiser Aluminum's commitment to engineering excellence and product improvement helps us earn our customers' trust and helps our products perform effectively in critical applications. Our drive to innovate also supports improvements in sustainability results within and beyond our Company.

### Extending our story of innovation in 2025

Kaiser Aluminum reached new milestones in our innovation journey this year.

- We earned customer approval for a new high-recycled-content aluminum product for the automotive end market.
- We commercialized a high-recycled-content can sheet product (launched in 2024) in our food packaging business.
- **KaiserSelect® Next Gen**, launched in 2024, continued to earn positive feedback from our customers during its first full year of commercial implementation.

### A trusted partner in food packaging safety

Every Kaiser Aluminum product enhancement is driven by the needs of our customers – but this dynamic takes on a unique quality in our packaging business, where innovation is especially collaborative and requires careful planning.

Our food and beverage (F&B) customers continually innovate to meet evolving consumer preferences in a complex regulatory landscape. We collaborate with these customers and the suppliers of the coatings applied to our aluminum products to develop packaging solutions – containers for products ranging from beverages to pet food – that balance consumer needs with strict food safety requirements. Extended lead times in F&B aluminum product development and testing are often necessary to ensure producers are confident that containers will keep food safe over months or years of storage. We take pride in working with our suppliers and customers to evaluate new coating systems in order to have qualified products ready when regulatory shifts occur. We strive to collaborate effectively to support the innovation programs of our customers while helping them maintain their safety and quality standards.

## Quality and Performance

Kaiser achieves stand-out quality by taking a rigorous approach to controlling the many variables that shape our aluminum production processes. We also add value by tailoring our offerings to customers' evolving needs and operational imperatives.

### Meeting industry's toughest challenges

In industries with the most exacting requirements, **KaiserSelect®** and now **KaiserSelect® Next Gen** have become products of choice. To deliver these premium products, we work within extremely narrow specifications – tightly controlling both our product formulation and our production processes. The result is premium, value-added products that meet the distinct challenges in specialized fields. We support a wide variety of applications, such as:

- Equipment that enables semiconductor manufacturers to create products used in a wide range of technological applications.
- Medical applications such as high-precision aluminum tubing used in a pain-relieving cryotherapy device.
- Anti-lock braking system hydraulic control units (ABS blocks), which need to meet stringent automotive safety and reliability requirements.
- Aerospace and high-strength applications where our strong, lightweight material supports safety and fuel efficiency.

For an overview of the end markets and industries in which Kaiser Aluminum delivers value, see [page 7](#).

### Our Quality Management System

Each Kaiser Aluminum facility operates under a comprehensive Quality Management System (QMS), certified to ISO 9001:2015. These systems define site-specific standards, controls, and quality expectations, ensuring our products meet customer specifications and perform reliably in their future applications. Throughout the manufacturing process, we conduct rigorous testing to proactively identify and prevent potential quality issues.

All locations undergo annual internal and external quality-focused audits. If an audit identifies potential issues, we conduct root-cause analyses and implement preventive actions, mirroring the approach of our Environmental Management System.

### Kaiser Aluminum recognized as 2025 Supplier of the Year

Kaiser Aluminum was named thyssenkrupp Materials North America's 2025 Aluminum Supplier of the Year, recognizing our strong partnership, reliable performance, and commitment to quality and customer value.



## “A Game-Changer”

One year after the launch of **KaiserSelect®** Next Gen, Ronald Weiss, Vice President, Marketing, reflects on the development of our signature product and the difference it makes for customers and the planet.

### What sets **KaiserSelect®** Next Gen apart?

Consistency. Consistency through every inch of material, and consistency over time from one shipment to the next. To an ordinary person, a plate of aluminum might look like just a slab of metal – all one thing. But if you need to transform that plate into a precision part through high-speed machining, the tiny variations that might exist in that material matter a lot. **KaiserSelect®** and now **KaiserSelect®** Next Gen are produced with extraordinary precision in terms of our formulation and our process, which has all kinds of benefits.

### Why does that kind of consistency matter?

Our customers are often engaged in incredibly sophisticated manufacturing processes. They are taking our material and fabricating a critical component of some kind – whether in aerospace, biomedical, semiconductors, or automotive applications. For those kinds of applications, it is important to be able to control residual stress, to have a very tight distribution of mechanical properties across the material. When the material is more uniform, you have more control and predictability.

### What are the benefits for customers?

You get a better end product, plus less waste and less disruption along the way. When you can trust that your material will do exactly what you want it to at every stage – when you can design your process based on that trust – it is really a game-changer. You save time and money, you need less energy, and you produce less scrap. There are both business benefits and sustainability benefits.

### How was **KaiserSelect®** developed?

This is a journey that started 25 years ago, led by our Advanced Engineering and Innovation team. **KaiserSelect®** is not just a product – it is a methodology. Yes, we have excellent metallurgists who came up with a great product recipe. And yes, we automate where we can: you pinpoint the optimal approach and lock it in through automation. But ultimately, to make this product, we had to build a whole culture around it: every person needs to really get it and understand how their actions shape the outcome. Ultimately, a combination of recipes, materials, processes, and people leads to a product that can be verified through a very detailed system that allows us to say “Yes: this is **KaiserSelect®**.” And when we say that, as anyone who uses the product knows, it really means something.



**“KaiserSelect®** Next Gen stands out for its unmatched consistency – delivering uniform material that gives our customers greater control, less waste, and more efficient operations. That precision translates directly into sustainability benefits: reduced scrap, lower energy use, and more reliable outcomes. It’s the result of decades of innovation and a culture committed to doing things right every time – creating value not just for our customers, but for the planet.”

**Ronald Weiss**  
Vice President, Marketing

# Preferred Employer

We rely on empowered teams to deliver inspired results for our customers, investors, and communities. Kaiser Aluminum, in turn, strives to deliver for the people who power our success. We do this by supporting their career development, offering competitive compensation, and above all, creating a work environment defined by safety and respect.

## In This Section

- Developing Our Teams
- Talent and Recruitment
- Wellness and Benefits
- Labor Relations
- Safety
- Fostering a Strong Safety Culture
- Continuous Improvement in Health and Safety

## Developing Our Teams

We encourage all Kaiser Aluminum team members to work collaboratively toward shared goals and to make continuous learning an active part of their career development process. In addition to thoughtfully designed performance development and succession planning practices, we offer a range of learning and leadership development opportunities to encourage professional growth and unlock potential across our organization.

### Learning and development

Our suite of learning and development programs is designed to strengthen the leadership skills and capabilities of our employees and offer tailored support at key milestones along their career pathways.

- The **Kaiser Leadership Program** is a year-long experience grounded in our corporate values. The program continues to help team members develop tools and skills to excel in future leadership roles. Feedback continues to be positive, with participants emphasizing the applicability of the program to their current roles.
- The **Leader of Leaders Program**, launched at our Warrick facility in 2024, expanded to our Franklin and Trentwood locations in 2025. Tailored to mid-level managers, this development opportunity continues to receive positive feedback from participants and will be offered across more Kaiser locations in the years ahead.
- Also set to expand is our **Front-Line Leader Development Program**, through which leaders participate in an interactive curriculum that combines site-specific and general leadership and management topics such as accountability and constructive feedback. The program is offered to both new and experienced front-line supervisors.



### Expanded access to digital learning tools

Many Kaiser team members work primarily on the production floor, rather than at a desk where digital tools are more easily accessed. While safety training and other essential learning have always been part of the onboarding and training schedules at our production facilities, we are expanding access to a broader suite of learning, reporting, and career development resources. This change means that employees in all roles will have access to more learning tools.

At our Trentwood facility, our teams have taken new steps to promote the use of our Learning Management System (LMS). We expanded on-site computer access and supported more team members in utilizing the platform's technology and resources. The results speak for themselves: in 2025, the number of training sessions employees logged exceeded our 2021 baseline by 826%.

We also expanded team members' access to LinkedIn Learning through Kaiser University. The platform provides a robust on-demand learning catalog with courses on a wide variety of subjects. It also includes artificial intelligence-powered coaching, helping users chart their learning journeys in pursuit of personal career development objectives.

## Talent and Recruitment

Kaiser Aluminum makes continuous efforts to ensure we have the right skills and talent to drive continued success across all our locations. In recent years, we have focused our attention and our collaborative efforts on helping to build a robust talent pipeline. We do this both for our own Company and for the wider metals and materials sector in which we participate.

**Connecting with talent as early as middle school.**

From helping support a career fair for 4,000 eighth graders in southwestern Michigan to building skills-focused partnerships with high schools in Indiana and Washington, Kaiser shares information about our industry and its opportunities years before young people are set to begin working. Through financial and volunteer support for initiatives like STEM learning camps for middle-school girls offered by Eastern Washington University, we help open the doors even wider for future talent.

**College and university collaborations.**

Kaiser locations lead tours, support on-the-job training programs, and offer other forms of outreach to college and university students at nearby institutions. We engage young people in areas ranging from welding to electrical engineering to materials sciences and automation. One goal is to help students explore the wide variety of opportunities in advanced manufacturing and metallurgy, introducing them to these rewarding, challenging, and impactful careers that shape innovation and drive real-world progress.

**Apprenticeships.**

For the past six years, we've offered a Department of Labor-sanctioned program to help existing team members – such as operations technicians and maintenance technicians – pursue journeyman certifications. Through a combination of 800 hours of classroom study and extensive on-the-job training with experienced journeymen, we help multi-trade employees deepen their technical expertise and round out their experience in areas such as electrical, pneumatics, robotics, and hydraulics.

**Industry groups and other partners.**

Collaboration with a range of industry groups – from the Aluminum Association to the Education and Workforce Committee of the Association of Washington Business – helps us align our strategies and pursue collective impact with other entities seeking to build a talent pipeline for tomorrow's manufacturing jobs.

### Notable figures

**\$100M**

Total investment by all partners in the Kalamazoo Regional Educational Service Agency Career Connect Campus. Kaiser Aluminum is a founding donor and plays an advisory role in the campus's supply chain and manufacturing career pathways.

**~4,000**

Number of eighth graders from 42 southwestern Michigan schools who participated in a career fair where Kaiser representatives engaged students with a range of hands-on games and displays.

**40+**

Number of high school students who participated in a learning program delivered by our Trentwood facility in partnership with the Production and Maintenance Institute (PMI).

**17+**

Number of partnerships Kaiser Aluminum locations currently maintain with colleges and universities.

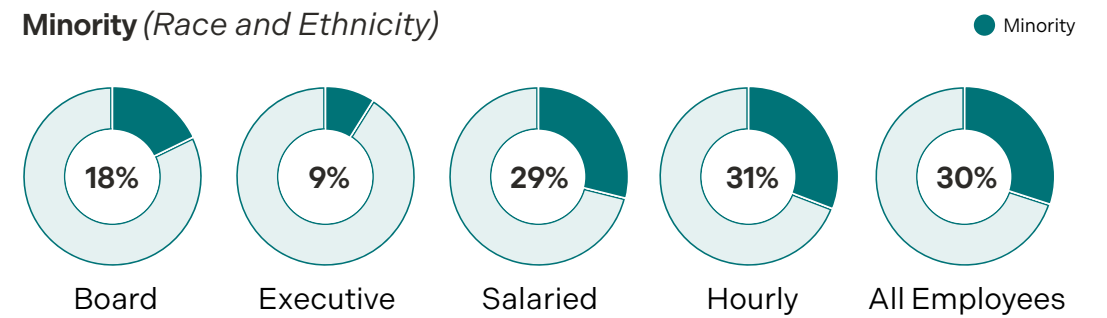
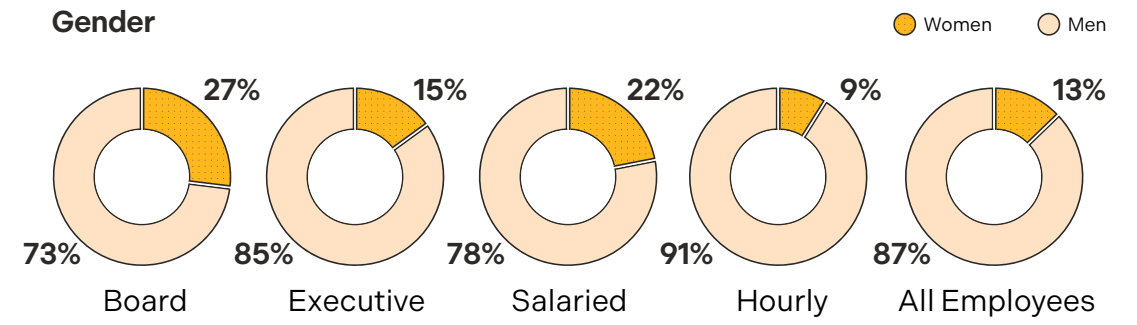
**3**

Number of consecutive years Kaiser Aluminum Alexco has been named as one of Chandler, Arizona's Top 100 Companies. Building and maintaining a reputation as a *Preferred Employer* in the local community is vital to our continued success in growing and developing our teams.



## Workforce composition

### 2025 Gender and minority representation (U.S. only)<sup>1</sup>



<sup>1</sup> Executive includes VP and above; Salaried includes both exempt and non-exempt salaried employees.

# Wellness and Benefits

Supporting team members' well-being – both personal and professional – is part of our commitment to being a *Preferred Employer* and building sustainable success for our Company.

## Core benefits

Our full-time and part-time employees working 30+ hours a week are eligible to receive:

- Comprehensive healthcare options
- Mental health services
- Paid vacation
- Statutory and company-provided leave
- Financial and wellness benefits
- A 401(k) retirement savings plan with matching contributions
- Opportunity through annual incentive programs

The support we offer through our Employee Assistance Program goes beyond employees themselves, extending a range of benefits and support to family members and dependents.

## Partners in health promotion

Kaiser Aluminum complements our core benefits with expanded access to tools and resources that empower our team members to gain insight into their health and take positive steps across a range of dimensions, from physical to financial. A few examples:

- Team members have embraced their Kaiser-provided access to Virta, a personalized tool to help with weight loss and diabetes reversal. First introduced to Kaiser in 2024, the voluntary program has seen major gains in adoption in 2025. Employees gain access to individual nutrition plans and coaching from qualified care teams, helping them make sustainable lifestyle changes for better health today and over the long term.
- Since 2016, Kaiser has offered Health Advocate, a service to help employees understand their benefits, locate providers, and make informed decisions regarding treatment and care. The Health Advocate team, which includes both clinicians and administrative experts, helps users resolve questions on a range of issues – from medical bills, claims, and benefit questions to help finding a doctor or hospital. Employees retain control over their choice of providers; the service simply helps them explore their options with a knowledgeable professional – their Personal Health Advocate – dedicated to helping them achieve the best outcome.

- Kaiser team members who have complex or difficult-to-diagnose conditions benefit from access to Private Health Management (PHM), a service that offers independent guidance from clinicians and patient navigators focused on helping them clarify their medical situations and develop an effective plan. Some employees have reported that access to this service was life-changing: a turning point that finally led to clarity and care. PHM evaluates the value of its services based in part on the unnecessary healthcare costs they help to avoid. Savings come from helping employees avoid things like unnecessary treatments, extra diagnostic tests, and care delivered in higher-cost settings when lower-cost options are available. PHM served 64 members of our benefits program in 2025, achieving a reduction in claims totaling \$1.7 million.

## Boosting awareness of benefits and supports

To benefit from the support we offer, employees need to understand what's available to them and how to access it. In 2025, we advanced a benefits education campaign to spread awareness of the range of offerings available to Kaiser team members. From messages on large monitors in facility common areas to lunch-and-learns, we used a range of channels to inform employees about the valuable benefits and wellness resources available to them and their families.





## Labor Relations

Kaiser Aluminum fosters constructive dialogue with all our employees, including the roughly two-thirds who are represented by labor unions under collective bargaining agreements.

### Respecting employees' rights

Kaiser respects and supports our employees' rights. We are dedicated to upholding their freedom of association and their right to unionize without fear of retribution. When employees choose union representation, we engage in open, transparent discussions with their representatives. We expect our suppliers to demonstrate similar respect for employees' rights and for union representation. Our commitments in this area are grounded in our corporate values, our Human Rights Policy, and our responsibilities under the laws of the states and countries where we operate.

### Union representation across Kaiser

In 2025, 65% of our employees were represented by labor unions under collective bargaining agreements. While most of our labor agreements are with the United Steelworkers (USW), we also have labor agreements with the International Brotherhood of Teamsters and the International Association of Machinists and Aerospace Workers. Plants with represented employees participate in collaborative joint health and safety committees, ensuring our production workforce is well supported.

### USW nominations to our Board

Under Kaiser's Director Designation Agreement with the USW, the USW has the right to nominate a number of Director candidates. We believe this agreement facilitates a constructive dialogue with USW on matters important to the union, its members, and the Company.

**// We view our union relationships as genuine partnerships – grounded in shared accountability for safety, open dialogue, and commitment to continuous improvement. Together, we're supporting our workforce today and building safer, stronger workplaces for the future."**

**Jennifer Preston**

Vice President, Human Resources

# Safety

Protecting the safety of every employee through every day is a critical imperative for all Kaiser leaders and team members. Achieving excellent safety performance is a responsibility we embrace – it is critical to our success as a *Preferred Employer* and to our ability to earn trust as a *Preferred Supplier, Preferred Investment, and Valued Corporate Citizen*.

## Leadership accountability

Our safety management system begins with the strong commitment of our Senior Leadership Team. Our Corporate Safety and Health Team provides oversight.

## Performance incentives

The short-term incentives of executive officers and senior managers are linked to Kaiser’s performance against targets on key safety metrics: Total Case Incident Rate (TCIR) and Lost-Time Case Incident Rate (LCIR). Salaried and hourly employees at Kaiser facilities are also eligible to earn bonuses for meeting safety goals. These systems reinforce a sense of shared accountability for safety performance.

## Safety audits

Each year, dozens of audits – some internal, others led by third-party experts – help to reinforce compliance with Kaiser programs and policies. In 2025, we completed all our planned safety audits. Our corporate team’s safety audits of our facilities focused on areas including machine guarding, mobile equipment, and the handling of molten metal. In addition, we engaged a third-party engineering risk firm to conduct 22 risk management audits focused on our facilities and equipment, specifically areas such as fire protection systems and boiler machinery.

## Training

All employees at our facilities, including full time and part time, must complete safety training as part of their onboarding process and update this training annually. Production team members complete between 16 and 36 hours of mandatory safety training each year, with additional training provided depending on team members’ specific roles and responsibilities.

## Safety metrics<sup>1</sup>

	2023	2024	2025
Fatalities	0	0	0
Days Away, Restricted or Transferred (DART)	1.09	0.89	0.98
LCIR	0.28	0.21	0.42
TCIR	1.99	1.61	1.71

### By the numbers

**100%**

of planned audits completed

**100%**

of cast house and molten metal operations undergo audits at least annually

**100%**

of safety audits conducted by Kaiser’s corporate safety team

**22**

risk management audits conducted by external specialists

**12**

monthly meetings of safety managers, facility managers, and other senior team members to evaluate safety performance, including reviewing near misses

<sup>1</sup> The injury rates cited in this report are current as of March 16, 2026, but may be subject to change due to potential reclassification of incidents in accordance with Occupational Safety and Health Administration regulations.

## Fostering a Strong Safety Culture

Our teams work across diverse industrial processes and equipment types. Corporate safety leaders work with teams and safety specialists at every Kaiser facility to build systems and controls tailored to the unique demands of each setting. Across our operations, we pursue safety excellence through clear communication, shared accountability, and collaborative engagement.



We use a range of tools and practices like Safety Roadmaps and SMART plans [specific, measurable, achievable, relevant, time-bound goals and actions] to pursue continuous improvement in our safety program. All these tools share one goal: identifying and driving out any bad habits or inconsistencies that might be emerging in any aspect of our work. Ongoing improvement requires ongoing attention and action – we never stand still.”

**Alex Edds – Health, Safety, and Risk Director**  
Warrick Operations, Newburgh, Indiana



Building a strong safety program and culture starts with empowering individuals through effective systems and processes – tools that help workers recognize hazards and understand associated risks. Our team has strengthened reporting, investigation, and governance practices – emphasizing leading indicators and ensuring findings translate into strong, effective controls. These actions are creating lasting, sustainable improvements in our safety culture, reducing risk and protecting our people.”

**Tim Kilbreath – Safety and Health Manager**  
Trentwood and Alutek Facilities, Spokane, Washington



Our focus in 2025 was to be even more proactive about safety. With my background in operations, it is important to me that we work as a team to identify gaps in our processes and collaborate to correct them. Gaining buy-in from everyone allows us to get ahead of issues, which is crucial to our overall success.”

**Angela Currin – Environmental, Health, and Safety Facilitator**  
Chandler Tube, Chandler, Arizona



## Continuous Improvement in Health and Safety

A commitment to continuous improvement drives Kaiser Aluminum's Health and Safety program. We believe that rigorous planning and monitoring, engaged leadership, and frequent communication across teams and roles are all vital elements of a safety program designed to keep every person safe through every day.

### Plan, Do, Check, Act

Our safety management system follows a four-phase cycle based on ISO 45001 to equip employees with the necessary skills and processes to maintain a safe work environment.

**Plan.** Every year, we develop a SMART plan at the facility level and for Kaiser Aluminum overall. "SMART" denotes specific, measurable, achievable, relevant, and time-bound goals and actions. SMART plan goals target the most significant threats to employee health and safety.

**Do.** Safety Roadmaps tailored to each Kaiser facility set out the detailed, tactical actions that bring the strategic goals of the SMART plan to life. The actions set out in roadmaps establish the criteria for safety audits (see [page 40](#)) and are part of our safety data management software.

**Check.** We conduct regular safety reviews and integrate safety-related performance indicators into monthly reports to senior management alongside quality, production, and financial reports. Each site has a target number of observations and self-audits based on population for all critical serious incident and fatality (SIF) programs. Tracked and trended, these findings are used to drive SMART plan development and Safety Roadmap progression focus.

**Act.** We encourage feedback from team members, inviting everyone who works with us to reject complacency and to work together to identify ways to refine and enhance our approach. Employee feedback is combined with data on leading and lagging indicators and used to address immediate opportunities for improvement or to drive SMART plan development for the coming years, including identifying areas where additional resources are needed to enable change.

### Focus on leading indicators

We use a Safety Strength Calculator (SSC), a tool for quantitative measurement of site performance, to evaluate key performance indicators and pinpoint areas for improvement. The SSC helps drive our continuous improvement efforts: we conduct a monthly comparison of both leading and lagging indicators against the previous 12+ months of data, identifying where our performance is strong and where there are areas for continuous improvement.

We pay close attention to leading indicators such as the thoroughness of SMART plan implementation, the prompt resolution of audit findings, and signals regarding safety culture and engagement (for example, the completion of safety surveys). We also rigorously track and report lagging indicators, such as TCIR and LCIR, and analyze every incident to inform prevention efforts. These efforts emphasize not only overall corrective actions but especially implementation of high-level controls for those identified as potential SIF events. By emphasizing leading indicators in our SSC, we enhance our ability to proactively prevent incidents, working to keep our teams safe through every day.

## Tools and technology

Our safety team embraces new tools that can help to enhance our performance. Last year, for example, we streamlined our monitoring system by consolidating audit, injury, and incident data into a centralized platform – a change that supported both efficiency and continuous improvement. In 2025, we began to test an artificial intelligence-powered video technology capable of flagging up to 50 at-risk behaviors, strengthening our training and prevention efforts. As with the video technology we already use to complement our audit process, this tool would be used to support shared awareness of risks and the development of collaborative responses.



### Always active

We keep up a regular cadence of safety conversations, training sessions, and oversight activities to keep safety top of mind, day in and day out.

#### Daily and/or weekly

- Safety dialogue or toolbox talks at each site.

#### Monthly

- Safety managers, facility managers, and other leaders meet to evaluate safety performance, review near misses, and analyze recent incidents.
- Safety Strength Calculator scores reviewed, with analysis of performance over time and across facilities completed.
- Safety performance data reviewed by Kaiser Aluminum senior leadership team.

#### Annually

- SMART plans refreshed and associated Safety Roadmaps crafted.
- Safety training renewed: 16 to 36 hours standard, plus role-specific training.
- Safety leads from all facilities meet to share best practices, discuss process improvements, and receive professional development.
- Audits of all facilities (except two small facilities audited biannually: Florence and Imperial Machine & Tool).

#### Every two years

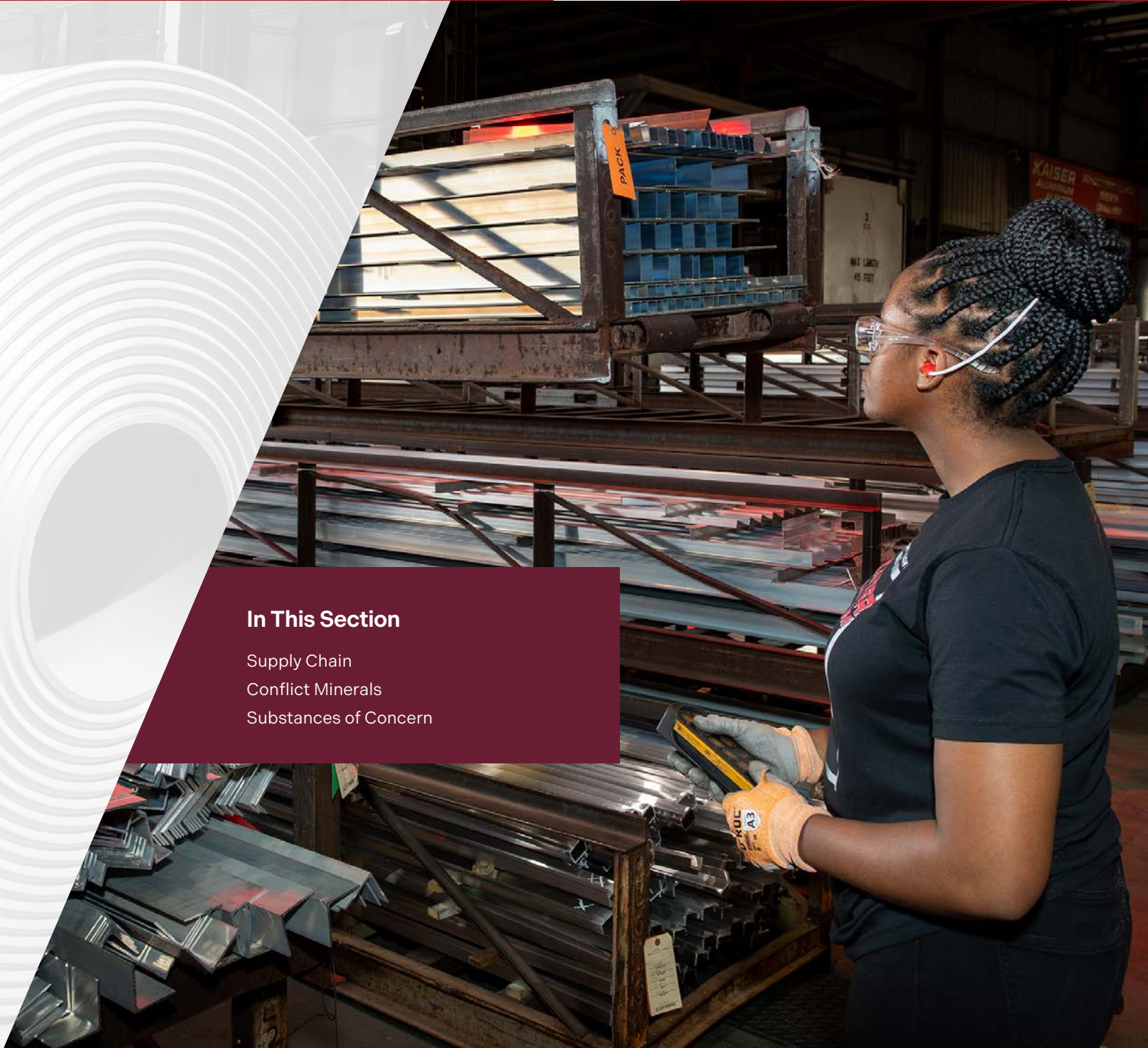
- A detailed safety survey provides insight into safety culture at each facility. Results guide the development of SMART plans and other improvements.

# Preferred Customer

Our suppliers are vital partners in our quest to build long-term value. By nurturing relationships with suppliers who share our commitments – in areas ranging from human rights to environmental responsibility – we build shared success today and tomorrow.

## In This Section

- Supply Chain
- Conflict Minerals
- Substances of Concern



## Supply Chain

High-quality products begin with high-quality sourced materials from reputable suppliers. We require our global partners to meet or exceed the standards outlined in our Supplier Code of Conduct. This Code sets clear expectations for business ethics, human rights, conflict minerals sourcing, environmental programs and practices, and the prohibition of the use of child and forced labor, among other critical areas.

We offer supplier training to meet specific needs, particularly when a supplier's role involves direct interaction with Kaiser Aluminum sites. To reinforce compliance, suppliers and other stakeholders can report actual or suspected violations of the Supplier Code of Conduct through InTouch, our monitoring and feedback program.

In the event we determine that a supplier's efforts to comply with our policies have fallen short and the supplier fails to develop and implement reasonable remedial steps, we will take appropriate actions, up to and including terminating any contractual commitments with the supplier and discontinuing purchases.

### Key policies and documents

[Supplier Code of Conduct](#)

[California Transparency in Supply Chains Act statement](#)

[Fighting Against Forced and Child Labour report](#)





## Conflict Minerals

Our products are manufactured using primary and secondary sources of aluminum, along with other alloying metals procured domestically and internationally. We do not source materials that contain conflict minerals originating from the Democratic Republic of Congo and its adjoining countries, including the Republic of Congo, the Central African Republic, South Sudan, Zambia, Angola, Tanzania, Burundi, Rwanda, and Uganda (collectively, the “DRC Countries”).

In line with our Conflict Minerals Sourcing Policy and in compliance with the Dodd-Frank Wall Street Reform and Consumer Protection Act, we reach out to each of our operations annually to initiate a facility-level review of whether conflict minerals might have entered our supply chain. Our annual review also includes an evaluation to confirm that we do not use any cobalt, copper, graphite, lithium, mica, or nickel originating from conflict-affected or

high-risk areas based on Organisation for Economic Co-operation and Development Due Diligence Guidance for Responsible Business Conduct. Each facility then signs a certificate confirming the absence of such minerals or conducts further due diligence with suppliers.

We publish an annual Conflict Minerals Report on our website and file an annual FORM SD (Specialized Disclosure Report) on conflict minerals with the U.S. Securities and Exchange Commission.

### Key policies and documents

[Conflict Minerals Sourcing Policy](#)

[Supplier Code of Conduct](#)

[Conflict Minerals Report 2025](#)

[Extended Minerals Report 2025](#)

## Substances of Concern

As a global supplier, we abide by the laws, rules, and regulations governing the places where we do business. An example is the European Union's Registration, Evaluation, Authorization and Restriction of Chemicals (REACH) regulation, which aims to better protect human health and the environment through earlier identification of the intrinsic properties and potential impacts of chemical substances.

Although we do not manufacture chemicals, we use them in our production processes. At each of our facilities, we work to adhere to REACH requirements and actively seek substitutions for chemicals listed by REACH as Substances of Very High Concern (SVHC). This can be challenging, as some substitutes may impact product quality and process efficiency, leading to safety and performance concerns downstream. We closely engage with our suppliers and our customers to validate new substances before making a permanent substitution in our process.

Kaiser Aluminum works to reduce our reliance on substances of concern while maintaining excellent product performance. For example, we have successfully registered and commercialized an aluminum alloy, 6026A, that is fully compliant with the European Union's Restriction of Hazardous Substances directive. This new material, developed for use in rod and bar applications, was engineered to maintain the high machinability and performance our customers expect; it has been validated by full production-scale evaluations in the field. With 6026A, Kaiser Aluminum is meeting growing regulatory requirements and proactively supporting our customers' needs for compliant, future-ready aluminum solutions.

### Key policies and documents

[Environmental Policy](#)

[2025 Memo on REACH-Related Efforts](#)



# Valued Corporate Citizen

We are committed to making a positive difference in the communities where we live and work. Whether we are supporting local volunteer initiatives, collaborating to grow our North American skilled workforce, or helping restore local waterways, we partner with community stakeholders to create lasting value.

## In This Section

- Charitable Contributions
- Community Investment Priorities
- Volunteer and Sponsorship Highlights



## Charitable Contributions

We dedicate time and resources to help improve the lives and livelihoods of people living in the communities where we live and work. While we manage overall charitable giving at the corporate level, we empower each site with discretionary funds to address distinct local needs.

### Local engagement

Our commitment to local communities extends beyond philanthropic support: we get involved with our local communities, engaging directly with stakeholders to understand the areas of greatest need, and working alongside partners to identify targets for financial or in-kind support. By maintaining open and ongoing communication, we build stronger relationships defined by mutual understanding, and we work together to make a meaningful impact.

One important vehicle for local engagement is the Community Advisory Board (CAB) at our Warrick facility, an active mechanism for consultation and dialogue between Kaiser Aluminum and local stakeholders. The CAB includes a range of volunteer members, including representatives from non-profits, civic and community organizations, government, and educational institutions. This forum allows stakeholders to voice concerns, share regional priorities, and discuss community needs. Similarly, facility leadership is able to provide updates on operations, challenges, and community initiatives. By fostering a collaborative exchange of ideas, the CAB and Kaiser Warrick design strategies that align with community interests and priorities. In 2025, the CAB convened quarterly.

**//** Guided by our commitment to being a *Valued Corporate Citizen*, the Tennialum team partners with local organizations to create real impact – supporting food insecurity, aiding women and children with temporary housing, and advancing recovery, prevention, and disability services. It is both our honor and our responsibility to help bring hope, stability, and opportunity to those who need it most.”

**Ben Garrott**

General Manager, Kaiser Aluminum Tennialum, Jackson, Tennessee





## Community Investment Priorities

Kaiser Aluminum’s Charitable Contributions Policy shapes all our giving decisions – whether financial or in-kind – at both the corporate and local level.

We focus on four key areas:

**1** Community Organizations and Service Agencies

**2** Educational Institutions

**3** Environmental and Conservation Organizations

**4** Social, Health, and Human Services Organizations

### Oversight and leadership

The Corporate Charitable Contributions Committee guides all charitable giving at Kaiser Aluminum, ensuring alignment with our values and adherence to the Corporate Charitable Contributions Policy. The members of the Corporate Charitable Contributions Committee are appointed by the Chairman, President and Chief Executive Officer, and includes the Chief Financial Officer; Executive Vice President, Chief Administrative Officer and General Counsel; and Vice President of Sustainability.

At the local level, all Kaiser Aluminum sites develop annual giving plans tailored to their communities. Plant managers and operational leaders review these plans before submitting them to the Committee for approval. This process ensures our charitable efforts are thoughtful, locally relevant, coordinated, and impactful.

**//** Our commitment to supporting the communities where we live and work inspires pride among our employees and retirees alike. Because many of our team members call these communities home, Kaiser’s volunteer efforts and contributions have a direct and meaningful impact on the families, friends, and neighbors we care about most.”

**Corey Feucht**

Plant Manager, Kaiser Aluminum Newark, Heath, Ohio

## Volunteer and Sponsorship Highlights

Kaiser's decentralized approach to community investment helps us coordinate our efforts effectively while tailoring our community support to locally relevant priorities. Here we highlight just a few examples of our teams' efforts across our 13 locations.

### Corporate 9/11 Day of Service

Each year, Kaiser Aluminum supports a Day of Service on 9/11, offering team members in the Nashville, Tennessee area an opportunity to remember the victims of 9/11 while serving our communities. In 2025, team members from our corporate office joined hundreds of other local volunteers to pack boxes of food for the Second Harvest Food Bank of Middle Tennessee.

### Toys for Tots From Washington to Indiana

Kaiser Aluminum extended our support for this initiative, which collects new, unwrapped toys and gifts in fall and early winter, then distributes them at Christmas to local children and youth.

- The teams at Trentwood and Alutek supported the efforts of their area's U.S. Marine Corps Reserve, donating over 100 toys and gifts, including six new bicycles. Kaiser Aluminum and USW Local 338 also made cash donations to enable the purchase of additional items.
- Seeking to fill unmet needs, the team at Warrick arranged with local organizers from the Salvation Army to wait until the final shopping deadline to see where there were gaps in the gift supplies. Gifts were lacking for girls aged 6 to 11 and for teenagers. The Warrick team did a targeted shop for these young people, meeting the Salvation Army team in the parking lot of a local store to ensure that gifts were ready by Christmas for everyone who needed them.

### Families Helping Families in Ohio

Employees at Kaiser Aluminum Newark participated in the Families Helping Families program through Licking County Job and Family Services. In this fourth year of participation, the team provided gifts for six children from five different families, fulfilling the gift wishes the kids had expressed and providing wrapping supplies so parents could wrap their kids' presents. Team members also donated blankets, warm clothing, and cash to help families in need.





### Caring for community in Kalamazoo

The team in Kalamazoo, Michigan undertook a range of community-oriented activities this year; for example:

- Kaiser employees came together to support a clothing drive led by a local group of volunteers. The effort was aimed at collecting warm coats and other winter gear for people living in encampments in the area.
- To fulfill their commitment to a state Adopt-a-Highway program, 24 volunteers spent a day removing trash and debris from a stretch of the I-94, collecting a staggering 140 bags of garbage for proper disposal.

### Celebrating women leaders in Spokane

As it does each year, Kaiser Aluminum Trentwood once again celebrated the contributions of women leaders as an Award Sponsor for the annual YWCA Spokane Women of Achievement Luncheon in the spring of 2025. Attracting over 1,000 attendees, the event recognized nine exceptional women for their contributions to the Spokane community in areas such as arts, education, business, government, and technology.

### Partnering with London schools to protect the environment

The Kaiser Aluminum London facility demonstrated its commitment to sustainability and to its local community by partnering with a local elementary school for a battery drive to help divert recycled batteries from landfills. The drive was also a fundraiser, which helped to raise needed school funds for sports equipment and snack program supplies.

**//** Our Kalamazoo plant is proud to partner with Big Brothers Big Sisters and Kalamazoo Regional Educational Service Agency (KRESA) to invest in the potential of local youth – pairing heartfelt employee mentorship with meaningful support to help every child build a brighter, more confident path forward.”

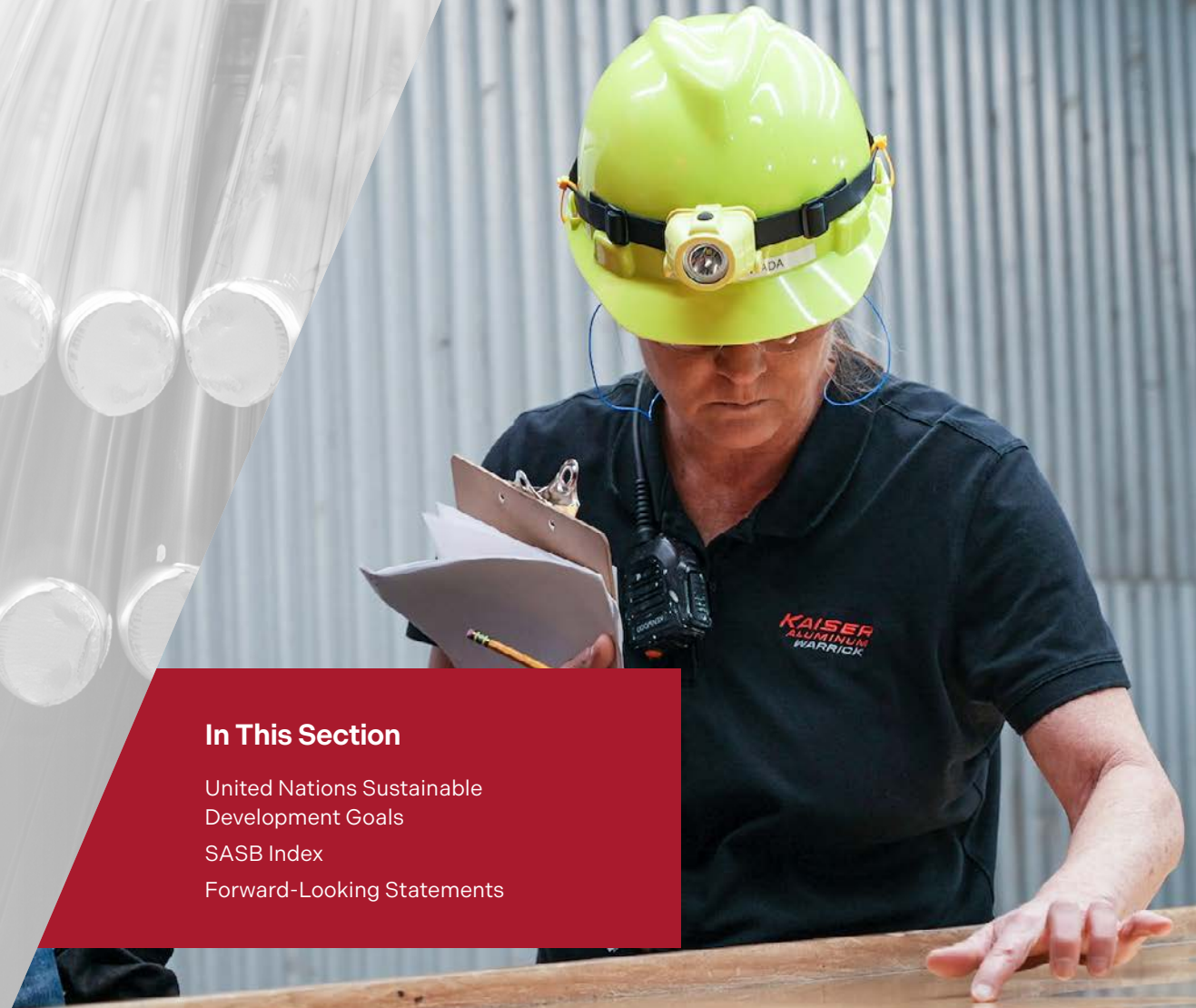
**Anders Lairt-Sorensen**

Director, Soft Alloy Extrusions, Kaiser Aluminum Kalamazoo, Michigan

# Appendix

## In This Section

- United Nations Sustainable Development Goals
- SASB Index
- Forward-Looking Statements



# United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) were developed as a roadmap for countries, companies, and communities to foster peace and prosperity for people and the planet. Each of the 17 SDGs is essential for sustaining healthy, resilient social and environmental systems. In 2024, we refined our focus from six goals to three – SDG 9: Industry, Innovation and Infrastructure; SDG 12: Responsible Consumption and Production; and SDG 13: Climate Action. We believe a narrowed focus enables our team to deliver deeper, more lasting impacts, emphasizing the areas where we can make the most meaningful contributions over the long term.



## Target 9.4

By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

### Kaiser contributions

Efficiency is a core element of the way we work across our operations. From improving efficiency in production to collaborating with customers on closed-loop systems and adopting cleaner, advanced technologies, we can meaningfully contribute to more resilient, innovative infrastructure in our industry.



## Target 12.2

By 2030, achieve sustainable management and efficient use of natural resources.

## Target 12.5

By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.

### Kaiser contributions

Aluminum is infinitely recyclable, making it an ideal resource for advancing recycling efforts and reducing resource consumption. Wherever feasible, we prioritize the use of scrap, a commitment that is evident in our partnerships with industry organizations to promote recycling and in our closed-loop partnerships with customers. These efforts integrate responsible production and consumption practices into the way we work.



## Target 13.3

Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

### Kaiser contributions

Our products – and the processes we employ to make them – are designed to maximize efficiency and minimize resource use. We continue to chart new paths forward to understand and adopt technologies that can mitigate our impact and help others in our industry do the same. We believe our business positions us to play a meaningful role in reducing emissions and limiting global warming.

# SASB Index

As part of our efforts to disclose on the topics that are most material to our business, Kaiser Aluminum aims to align with the Sustainability Accounting Standards Board (SASB) Metals & Mining Standard. All data referenced in this report is from FY 2025.

Topic	SASB Code	Accounting Metric	Category	Response/Location
<b>Greenhouse Gas Emissions</b>	EM-MM-110a.1	Gross global Scope 1 emissions, percentage covered under emissions-limiting regulations	Quantitative	Scope 1 and 2 GHG Emissions, <a href="#">pages 23–24</a> Our facilities in London, Ont., Washington, and California are covered under emissions trading schemes. As this regulation develops, we will comply with all existing and future requirements.
	EM-MM-110a.2	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussion and Analysis	In 2021, we implemented long-term goals to reduce our total Scope 1 and 2 emissions by 20% compared to 2019 levels by 2030. A key part of this strategy was the completion of a large capital project that has enabled our Warrick facility to source electricity from a utility with a cleaner energy grid factor. In addition, all our manufacturing plants continue to make operational efficiency improvements where necessary. Further information on our carbon reduction strategy can be found in the following sections of this report: <ul style="list-style-type: none"> <li>• Climate and Emissions, <a href="#">pages 20–21</a></li> <li>• Building Climate Resilience, <a href="#">page 22</a></li> <li>• Scope 1 and 2 GHG Emissions, <a href="#">pages 23–24</a></li> </ul>
<b>Air Quality</b>	EM-MM-120a.1	Air emissions of the following pollutants: (1) CO, (2) NO <sub>x</sub> (excluding N <sub>2</sub> O), (3) SO <sub>x</sub> , (4) particulate matter (PM10), (5) mercury (Hg), (6) lead (Pb), and (7) volatile organic compounds (VOCs)	Quantitative	Non-GHG Air Emissions, <a href="#">page 25</a>
<b>Energy Management</b>	EM-MM-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	Quantitative	Energy Consumption, <a href="#">page 26</a>

Topic	SASB Code	Accounting Metric	Category	Response/Location
<b>Water Management</b>	EM-MM-140a.1	(1) Total fresh water withdrawn, (2) total fresh water consumed, percentage of each in regions with high or extremely high baseline water stress	Quantitative	Total fresh water withdrawn; see <a href="#">page 29</a> Three of our 13 facilities operate in water-stressed areas in California and Arizona. These facilities are not significant users of water, accounting for less than 1% of our company-wide water withdrawal in 2025. Our operations are designed to minimize water use, and we continue to monitor performance. Additional information can be found in the Nature section, <a href="#">page 29</a> .
	EM-MM-140a.2	Number of incidents of non-compliance associated with water quality permits, standards, and regulations	Quantitative	In 2025, Kaiser had zero environmental incidents resulting in a penalty greater than \$25,000.
<b>Waste &amp; Hazardous Materials Management</b>	EM-MM-150a.4	Total weight of non-mineral waste generated	Quantitative	This metric is not applicable to Kaiser, as we do not participate in mining.
	EM-MM-150a.5	Total weight of tailing waste produced	Quantitative	This metric is not applicable to Kaiser, as we do not participate in mining.
	EM-MM-150a.6	Total weight of waste rock generated	Quantitative	This metric is not applicable to Kaiser, as we do not participate in mining.
	EM-MM-150a.7	Total weight of hazardous waste generated	Quantitative	Waste Reduction and Management, <a href="#">page 28</a>
	EM-MM-150a.8	Total weight of hazardous waste recycled	Quantitative	Kaiser does not currently publicly disclose this information. However, metrics for total waste recycled, reused, and/or recovered is disclosed on <a href="#">page 28</a> of this report.
	EM-MM-150a.9	Number of significant incidents associated with hazardous materials and waste management	Quantitative	Information around waste and spill management is contained on <a href="#">page 28</a> of this report. In 2025, Kaiser had zero environmental incidents resulting in a penalty greater than \$25,000.
	EM-MM -150a.10	Description of waste and hazardous materials management policies and procedures for active and inactive operations	Discussion and Analysis	Environmental Policy, <a href="#">page 19</a> Waste Reduction and Management, <a href="#">pages 27-28</a>
<b>Biodiversity Impacts</b>	EM-MM-160a.1	Description of environmental management policies and practices for active sites	Discussion and Analysis	This is not applicable to Kaiser, as we do not have active mine sites.
	EM-MM-160a.2	Percentage of mine sites where acid rock drainage is: (1) predicted to occur, (2) actively mitigated, and (3) under treatment or remediation	Quantitative	This is not applicable to Kaiser, as Kaiser does not have mine sites.
	EM-MM-160a.3	Percentage of (1) proved and (2) probable reserves in or near sites with protected conservation status or endangered species habitat	Quantitative	This is not applicable to Kaiser, as Kaiser does not have reserves.

Topic	SASB Code	Accounting Metric	Category	Response/Location
<b>Security, Human Rights &amp; Rights of Indigenous Peoples</b>	EM-MM-210a.1	Percentage of (1) proved and (2) probable reserves in or near areas of conflict	Quantitative	This is not applicable to Kaiser, as Kaiser does not have any mineral/mining reserves.
	EM-MM-210a.2	Percentage of (1) proved and (2) probable reserves in or near indigenous land	Quantitative	This is not applicable to Kaiser, as the Company does not own any mining operations, and therefore does not hold any mineral/mining reserves.
	EM-MM-210a.3	Discussion of engagement processes and due diligence practices with respect to human rights, indigenous rights, and operation in areas of conflict	Discussion and Analysis	Kaiser operates only in the U.S. and Canada and does not have operations in areas of conflict. However, for information on Kaiser's human rights practices as well as its expectations of suppliers regarding conflict minerals, please see its <a href="#">Human Rights Policy</a> , <a href="#">Supplier Code of Conduct</a> , and <a href="#">Conflict Minerals Sourcing Policy</a> , as well as the information on <a href="#">pages 14</a> and <a href="#">45-47</a> of this report.
<b>Community Relations</b>	EM-MM-210b.1	Discussion of process to manage risks and opportunities associated with community rights and interests	Discussion and Analysis	Charitable Contributions, <a href="#">page 49</a> Community Investment Priorities, <a href="#">page 50</a>
	EM-MM-210b.2	Number and duration of non-technical delays	Quantitative	Data not available at this time.
<b>Labor Relations</b>	EM-MM-310a.1	Percentage of active workforce covered under collective bargaining agreements, broken down by U.S. and foreign employees	Quantitative	Labor Relations, <a href="#">page 39</a>
	EM-MM-310a.2	Number and duration of strikes and lockouts	Quantitative	Kaiser has not had a labor dispute, strike, or lockout for more than 20 years.
<b>Workforce Health &amp; Safety</b>	EM-MM-320a.1	(1) MSHA all-incidence rate, (2) fatality rate, (3) near miss frequency rate (NMFR) and (4) average hours of health, safety, and emergency response training for (a) full-time employees and (b) contract employees	Quantitative	Safety, <a href="#">page 40</a>

Topic	SASB Code	Accounting Metric	Category	Response/Location
<b>Business Ethics &amp; Transparency</b>	EM-MM-510a.1	Description of the management system for prevention of corruption and bribery throughout the value chain	Discussion and Analysis	Kaiser's <u><a href="#">Code of Business Conduct and Ethics</a></u> (the "Code") provides a roadmap to help guide employee actions. The Company's Board of Directors is responsible for overseeing the Code in conjunction with the Company's Senior Leadership Team. All of Kaiser's salaried employees receive training on the Code, including topics on anti-corruption and anti-bribery. Aligned with Kaiser's strong emphasis on its corporate values, the Company sources from reputable global suppliers and expects all of its suppliers to conduct business in a manner that respects human rights and is consistent with the Code and Human Rights Policy, Supplier Code of Conduct, and the Company's compliance feedback program, InTouch, which is available to suppliers as well as customers, other third parties, and employees.  Additional information can be found in the Ethics and Compliance section, <u><a href="#">page 12</a></u> .
	EM-MM-510a.2	Production in countries that have the 20 lowest rankings in Transparency International's Corruption Perception Index	Quantitative	Kaiser does not conduct activities in any of these countries. Kaiser's facilities are located solely in the U.S. and Canada.
<b>Tailings Storage Facilities Management</b>	EM-MM-540a.1	Tailings storage facility inventory table: (1) facility name, (2) location, (3) ownership status, (4) operational status, (5) construction method, (6) maximum permitted storage capacity, (7) current amount of tailings stored, (8) consequence classification, (9) date of most recent independent technical review, (10) material findings, (11) mitigation measures, (12) site-specific Emergency Preparedness and Response Plan (EPRP)	Quantitative	This metric is not applicable to Kaiser, as we do not participate in mining.
	EM-MM-540a.2	Summary of tailings management systems and governance structure used to monitor and maintain the stability of tailings storage facilities	Discussion and Analysis	This metric is not applicable to Kaiser, as we do not participate in mining.
	EM-MM-540a.3	Approach to development of EPRPs for tailings storage facilities	Discussion and Analysis	This metric is not applicable to Kaiser, as we do not participate in mining.
<b>Activity Metrics</b>	EM-MM-000.A	Production of (1) metal ores and (2) finished metal products	Quantitative	(1) Not applicable (2) 516,021 packed MT
	EM-MM-000.B	Total number of employees, percentage contractors	Quantitative	As of December 31, 2025, we employed approximately 3,800 people.

## Forward-Looking Statements

The information contained in this report includes statements based on management's current expectations, estimates, and projections that constitute "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Such statements include statements regarding the Company's anticipated financial and operating performance, relate to future events and expectations, and involve known and unknown risks and uncertainties, including but not limited to (i) effectiveness of management's strategies and decisions, including strategic investments, countermeasures to address operational and supply chain challenges, and the execution of those strategies, (ii) the successful integration of the acquired operations and technologies, and (iii) the impact of extraordinary external events, such as the COVID-19 pandemic, supply chain and customers disruptions, and their collateral consequences. The Company cautions that such forward-looking statements are not guarantees of future performance or events and involve significant risks and uncertainties and actual events may vary materially from those expressed or implied in the forward-looking statements as a result of various factors. For a summary of specific risk factors that could cause results to differ materially from those expressed in the forward-looking statements, please refer to the Company's reports filed with the Securities and Exchange Commission, including the Company's most recent Forms 10-Q and 10-K. All information in this report is as of the date of the report. The Company undertakes no duty to update any forward-looking statement to conform the statement to actual results or changes in the Company's expectations except as may be required by law.





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