



**CBA Day
2021**

Our Evolving Strategy

Ricardo Carvalho



**Robust and
diversified
product
pipeline**

**100% renewable
power generation
capacity**

**Positioned in
the 1st quartile
of the global
cost curve**

**Vertically integrated
across the aluminum
value chain**



Aluminum solutions that
transform people's lives

**Strategically located
near Brazil's largest
consumer center**

**Comprehensive product
portfolio, with a highly
flexible production mix**

**Long-standing ESG
agenda and one of the
lowest emission rates
in the global industry**

Our Evolving Strategy

continuous business transformation to build competitiveness and drive a new cycle of growth

2015 – 2017

- **Redesigned** CBA Strategy
- Structured initiatives to **improve competitiveness**
- A focus on **Energy, Primary Aluminum and Downstream**
- Expanded **collaborations with customers (solutions and services)**

2018 - 2020

- Evolved and strengthened the **CBA Culture**
- **Transformation** Program
- Relevant breakthrough in the **US market**
- **Sustainability** embedded in our **Strategy**
- **Itapissuma** acquisition
- Beginning of **CBA 4.0 Journey**

2021 – 2023

- **Growth in synergy** with current businesses
- **Maintain leadership** in the Brazilian market, while expanding our horizons through exports
- **Sustain efforts to build competitiveness**, cementing our position in the 1st cost quartile in our industry
- Build on **ESG** commitments and practices
- Strengthen CBA's position as a **low-carbon aluminum producer**
- **Innovation & Digital Transformation** as value enablers
- Evolve our **Digital Culture**



**Accelerate
Growth**

**Build
Competitiveness**



Aluminum solutions that
transform people's lives

**Drive
Innovation and
Collaboration**

**Strengthen
Leadership in ESG**





Accelerate Growth

Grow in **synergy** with current businesses

Expand **production** — with a focus on higher value-added products — and build **recycling** capabilities

Explore and capture **M&A** opportunities

Build Competitiveness

Sustain global **cost leadership** and lowest CO₂ **emissions**

Maintain **vertically integrated** operations with **renewable power**

Capture **synergies** across operations

Expand **Innovation & Technology** initiatives, in a customer-centric model





Strengthen leadership in ESG

Deliver **Low Carbon Aluminum** through technology, recycling and renewable energy

Expand the scope of our national and international **certifications**

Diversity, equity and inclusion

Engage our **supply chain**

Preserve **biodiversity**

Create value through **social programs**

Drive Innovation and Collaboration

Co-engineering and innovation with customers, research institutes, startups and other stakeholders to develop new **applications for aluminum**

Accelerate the Digital Transformation at CBA by integrating **People, Processes, Technology and Cybersecurity**

Technological developments focused on **industrial processes** to make our operations more **competitive** and **sustainable**



The background of the slide is a photograph of an aluminum processing facility. In the foreground, several large, tightly wound coils of aluminum sheet metal are visible, their surfaces reflecting light. In the background, a worker wearing a blue hard hat and safety glasses is visible, working near industrial equipment. The scene is dimly lit, with light coming from windows or skylights in the upper part of the frame.

Global Aluminum Market & CBA

Luciano Alves



Superior properties, energy transition, and a low-carbon future: key drivers of future aluminum demand

AUTOMOTIVE

- Weight reduction & energy efficiency
- Emissions regulations
- Electric vehicles

PACKAGING

- Aluminum as an alternative to glass and plastics
- Higher consumption of packaged products

BUILDING & CONSTRUCTION

- Green buildings
- Increased use of recycled aluminum

CONSUMER GOODS

- Increased demand and consumer awareness
- Commitment to low-carbon products (ex. Apple, BMW, Nespresso)

ENERGY

- Transition to renewables
- Growth in power transmission and distribution

AEROSPACE

- Aluminum's flexibility allows for innovative designs
- Continuous development of new aluminum alloys

ALUMINUM Material of Choice

**Flexible and
Durable**

**Infinitely
Recyclable**

**Lightweight (1/3
the weight of steel
and copper)**

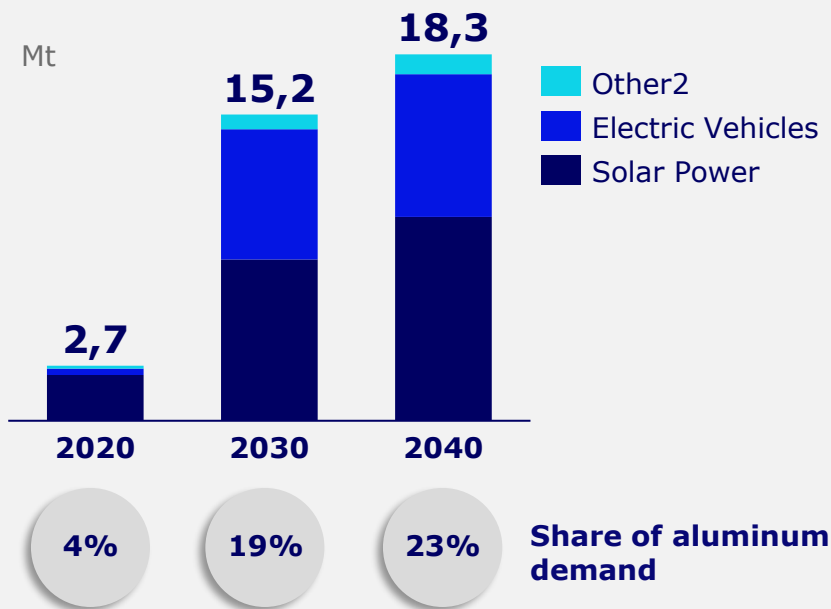
**Efficient electricity
conductor**

**Corrosion
resistant**

**Protective – Barrier against
light and contamination**

Energy transition will drive demand for aluminum over the coming years, especially in the solar power and electric vehicle segments

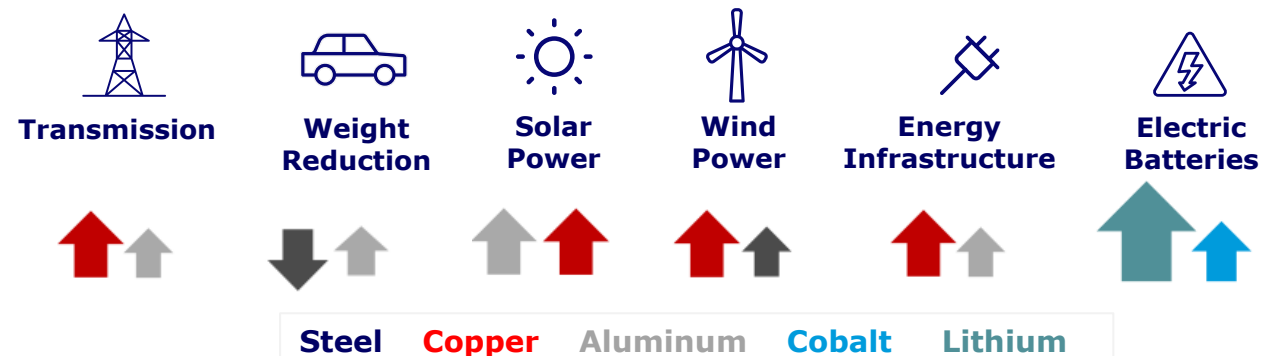
Aluminum demand¹ fueled by the Energy Transition



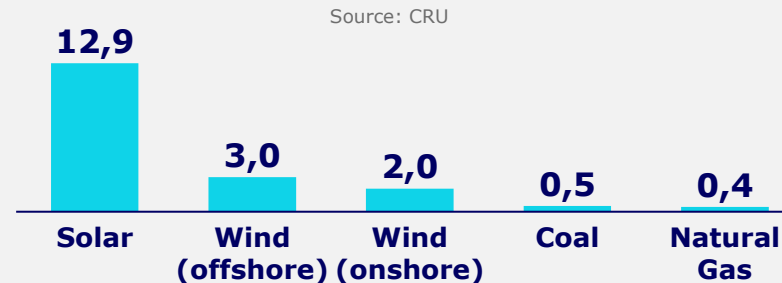
¹ Demand estimated by Wood Mackenzie assuming the Accelerated Energy Transition 1.5-degree scenario (AET-1.5), limiting global warming to 1.5 °C

² Includes wind power, storage and charging infrastructure

Aluminum: broad applications across different technologies ³



Aluminum intensity per unit of power generation capacity (tAl/MW)



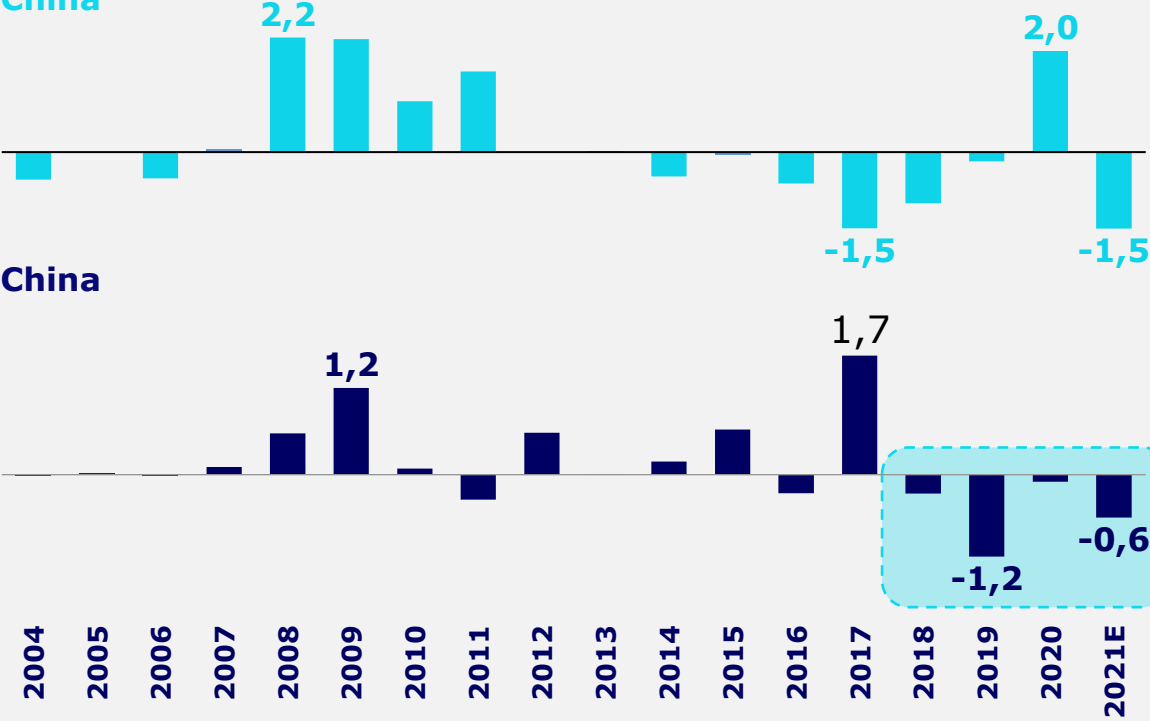
Higher aluminum consumption in electric vehicles: +38% compared to conventional vehicles

Source: CRU

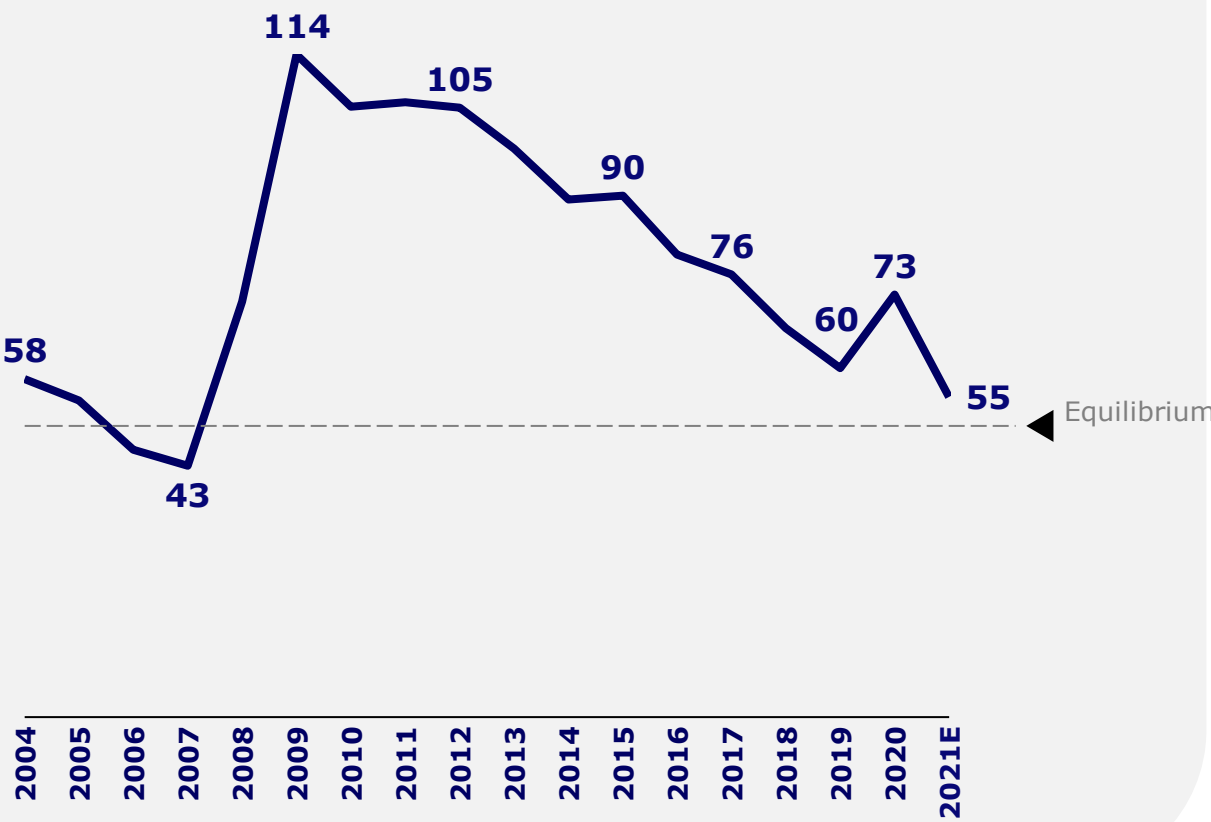
Positive fundamentals in the aluminum market: China in deficit since 2018 and global stocks steadily declining

Balance (Supply vs Demand) - Mt

World ex China



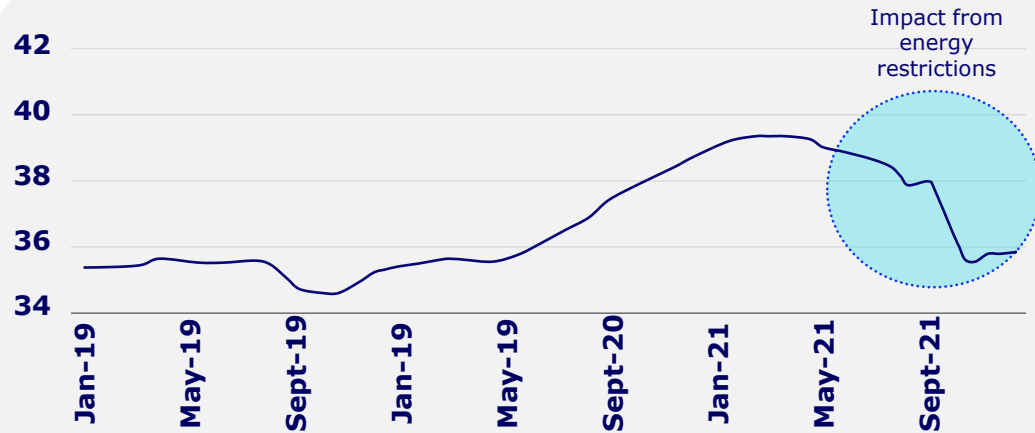
Global Stocks – Consumption Days



Source: CRU Aluminum Market Outlook (July and September, 2021)

China's movements in the aluminum industry have a ripple effect on global market dynamics

China annualized primary aluminum production (Mt)

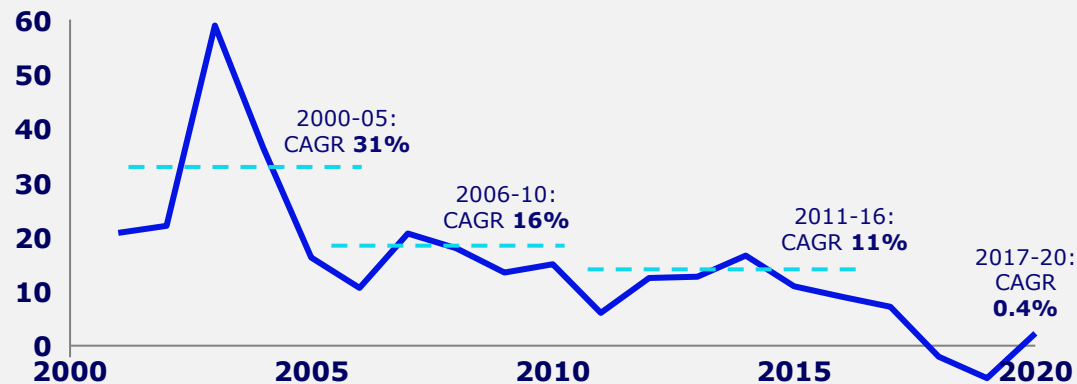


Energy restrictions in China have curtailed smelter production and delayed ramp-ups

CRU has revised its **China aluminum production growth estimate** from 6.5% to 3.5% in 2021. Production is expected to contract by -2.5% in 2022.

China is increasing **imports** to secure a sufficient supply of aluminum

China aluminum capacity growth (% yoy)

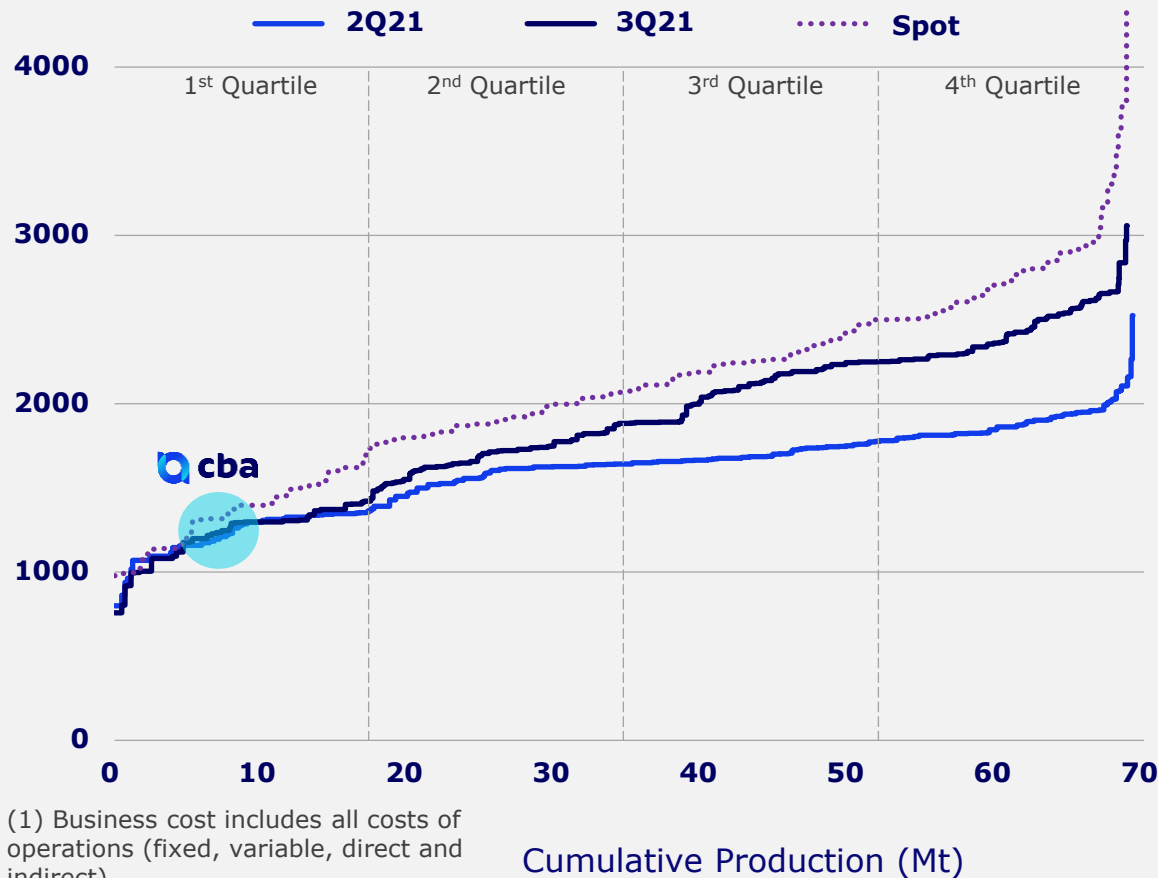


Emissions reduction targets: potential impact in supply and demand dynamics, driving up prices

China reaching its capacity cap of 45Mt in the medium term could reconfigure aluminum trade flows and the supply and demand balance

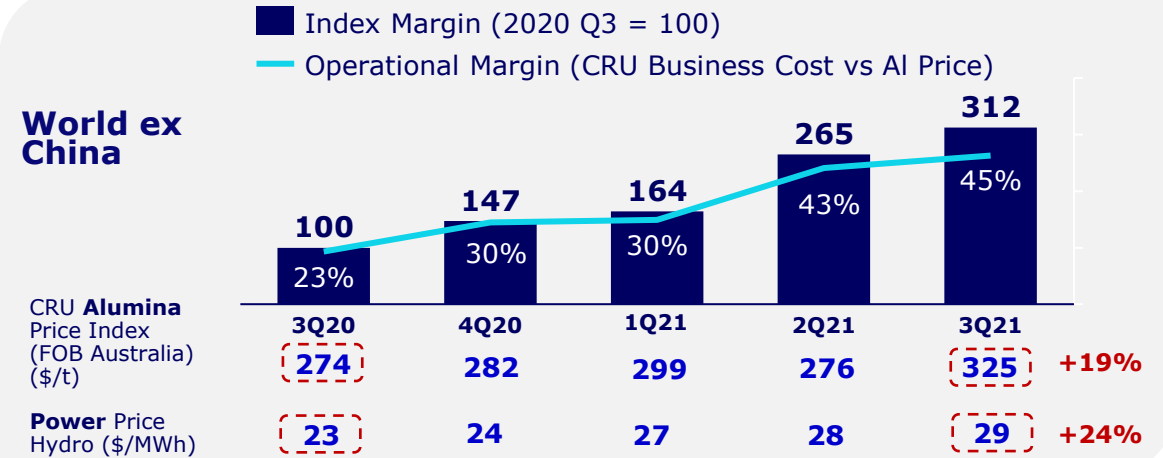
Rising smelter costs, especially energy and alumina costs, have continued to support LME Aluminum price

CRU Business Cost Curve¹- US\$/t

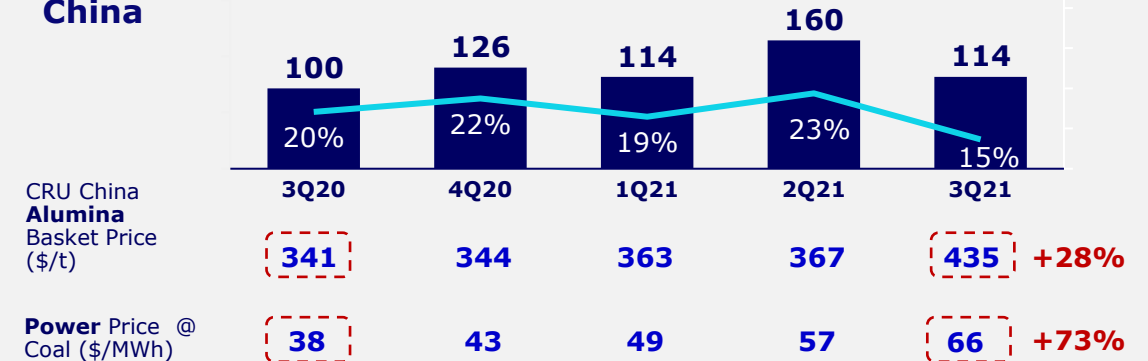


Cost pressure intensifies, but margins remain healthy

World ex China



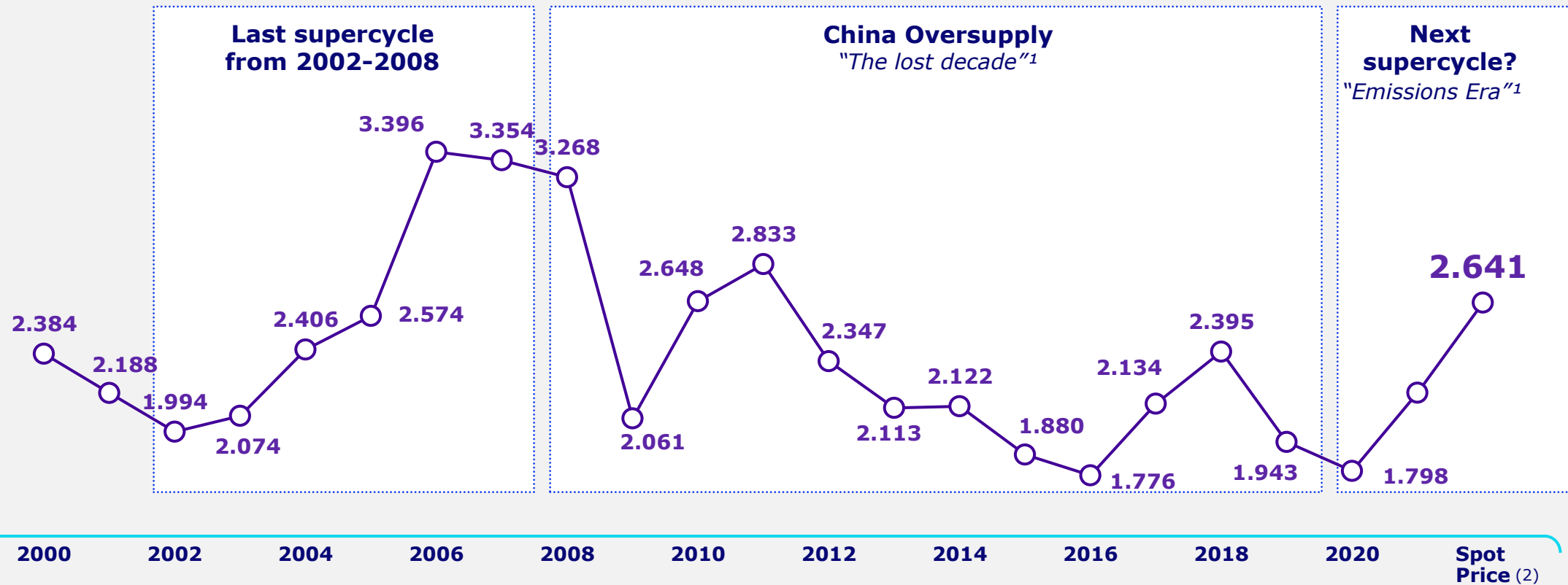
China



Growing demand, constrained supply and decarbonization trends could push up aluminum prices in the future

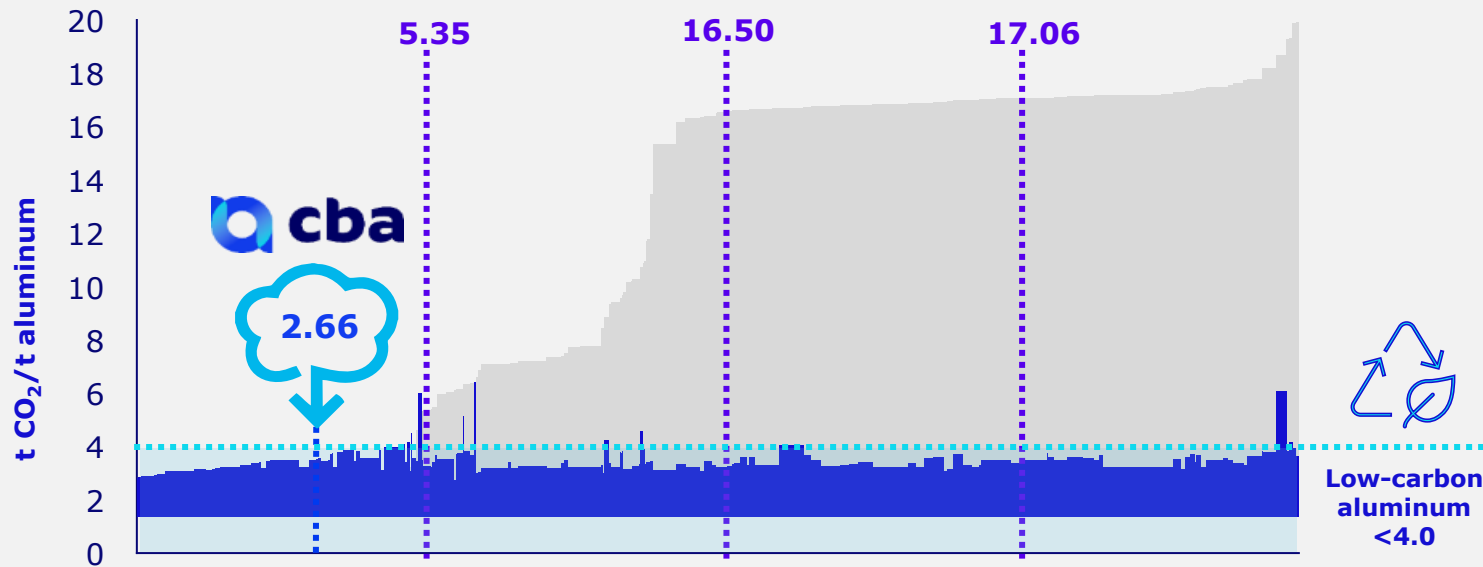
LME Aluminum Price (US\$/t)

(Real terms, 2021 currency, annual average)



Potential green premium or lower carbon taxes could benefit low carbon aluminum producers, including CBA

2020 Emissions Curve (Smelter Step)



Companies and consumers committed to **low-carbon products**

Emissions Trading System (ETS) launched in China

Platts **assessments** to capture potential green premiums

Carbon border tax in EU to be phased in from 2023

Carbon pricing in the EU has reached a record high of €65/t

How can the market regulate the disparity of emission intensity?

Penalize heavy emission intensity companies with taxes and charges

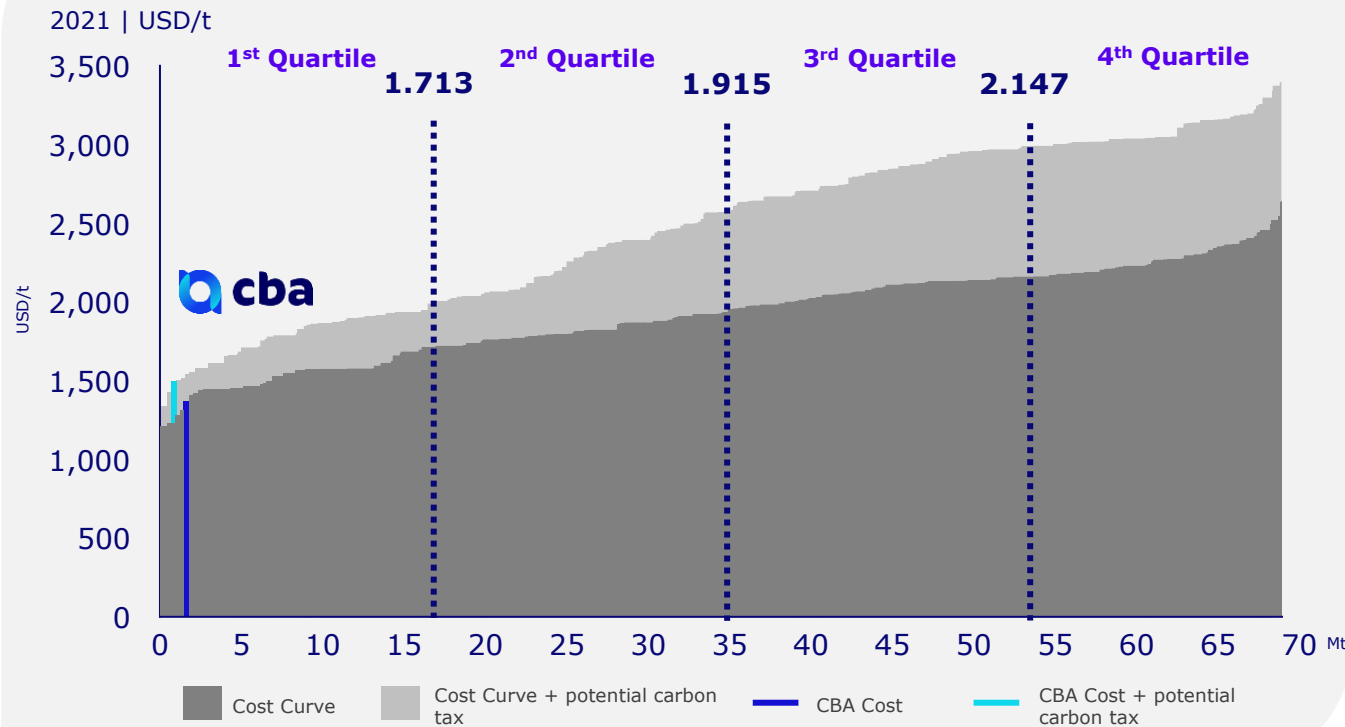
Potential premium for low-carbon aluminum, long-term green contracts, subsidized access to financing

Clear benefits for green companies

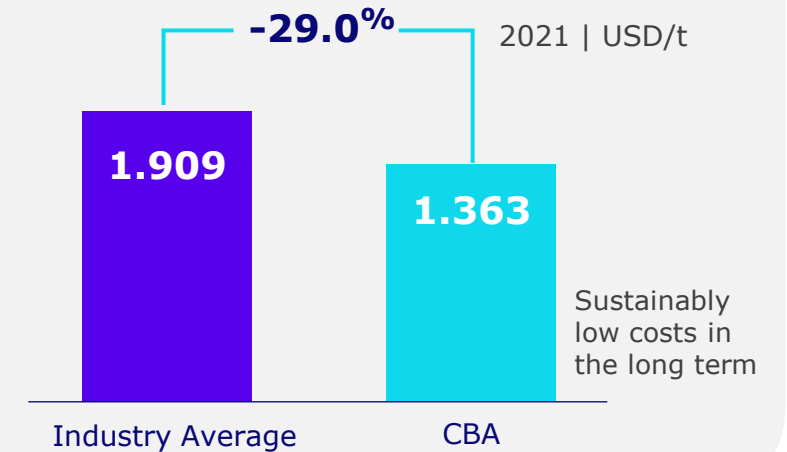
Sources: CRU Smelter Cost Model Q3 2021, Financial Times, and CBA analyses.

Vertical integration and renewable power make CBA competitive even in a potential carbon tax scenario

CRU Liquid Metal Cost Curve



CBA Liquid Metal Cost Curve vs Industry Average



CRU estimates a potential carbon tax of up to US\$ 50/t CO₂/t Al

Impacts on players' competitiveness could be asymmetric due to considerable differences in smelter emissions

Global Aluminum Market: key takeaways

Key factors to watch in 2022

Alumina, coal and energy prices: risk of smelter shutdowns or curtailments

Post-pandemic demand recovery

Global stock levels and potential metals shortages

Cost inflation and logistics bottlenecks affecting supply chains



Favorable market fundamentals: global deficit, declining stocks, China as net importer



Cost inflation, especially **energy and alumina prices**, has sustained current aluminum price levels



Smelters have continued to see healthy margins, especially those with **captive renewable power**



Key drivers affecting Chinese market dynamics: **emissions reduction, power availability and supply control**



Diversified aluminum demand driven by current applications, but new applications linked to current **Decarbonization and Electrification trends** could push up consumption

A man with a beard and glasses, wearing a dark blue polo shirt, is seated at a desk in an office. He is looking at a computer monitor and typing on a keyboard. The desk also has a telephone and some office supplies. In the background, other office workers and equipment are visible. A large blue circular graphic is overlaid on the right side of the image.

Business Strategy





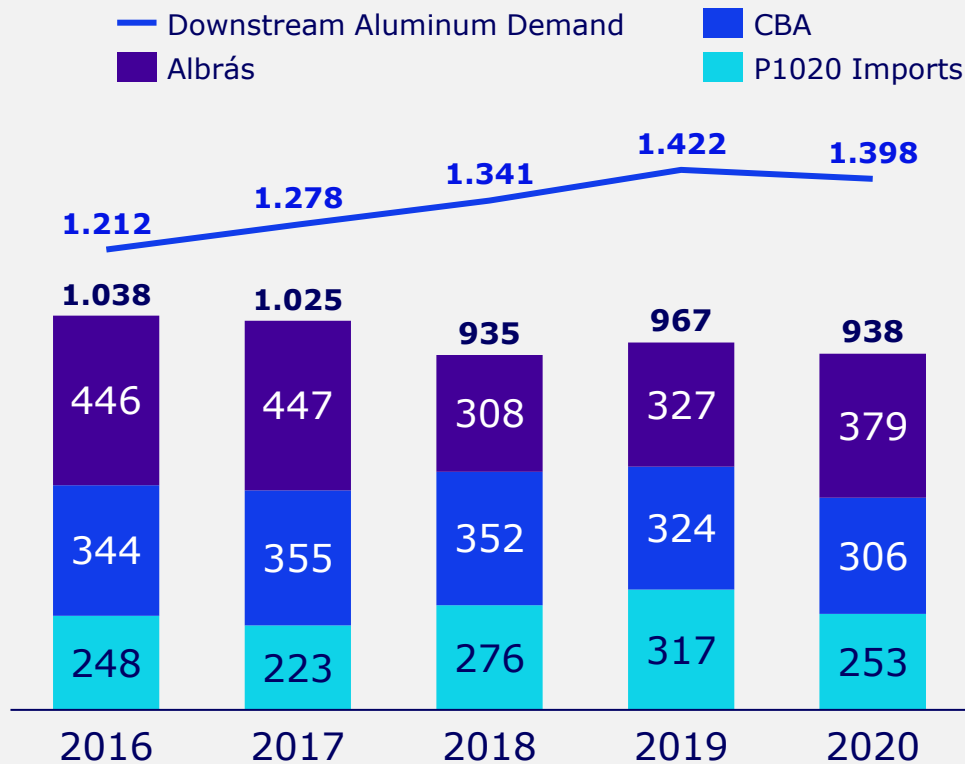
Primary Aluminum Business

Alexandre Vianna

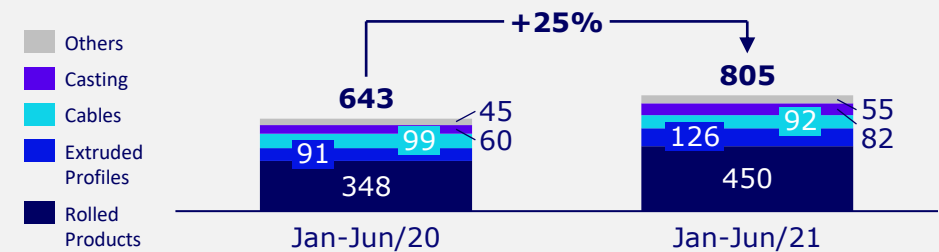


Brazil market in deficit and dependent on imports to meet strong aluminum demand

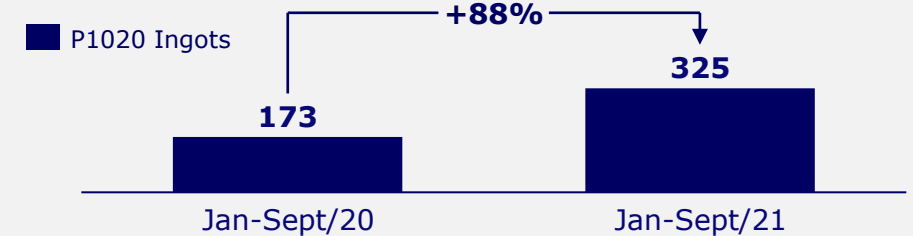
Primary Aluminum Supply Evolution vs. Downstream Demand in Brazil (Kt)¹



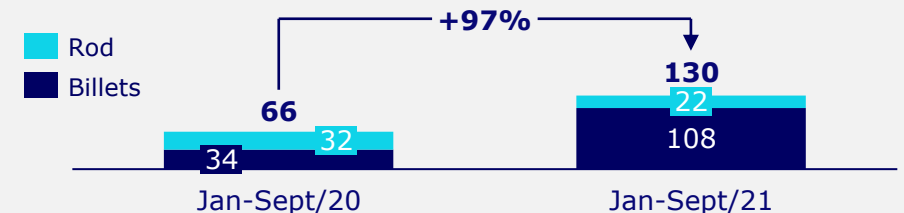
Downstream Aluminum Demand (Kt) 1H21 Vs. 1H20²



P1020 Imports (Kt)³



Billet and Rod Imports (Kt)⁴



¹Source: ABAL Yearbook 2020

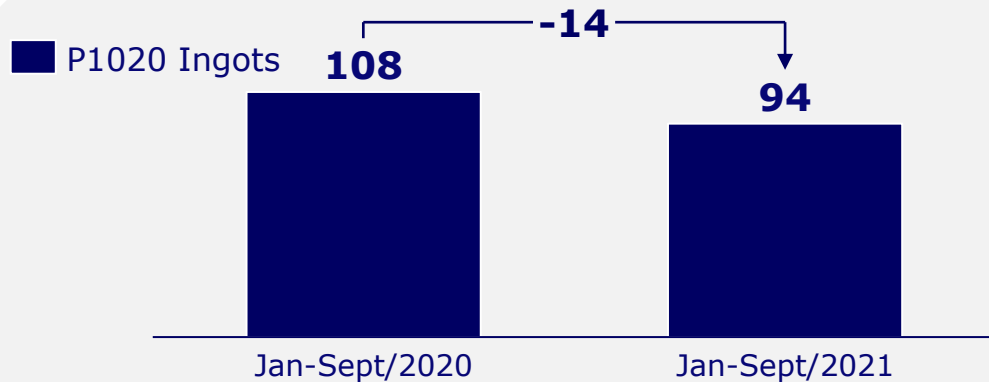
²Source: Revista Alumínio (data from ABAL)

³Source: SECEX

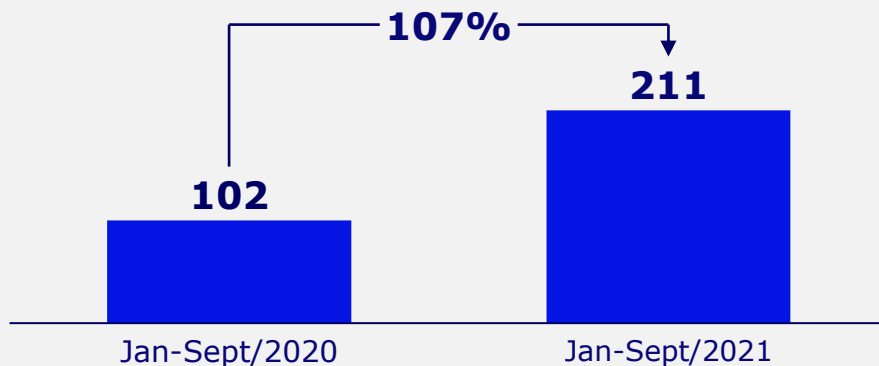
⁴Source: SECEX

CBA has reduced ingot production in order to increase output of value-added products, **leveraging sales in the period by 107%**

CBA P1020 Sales Volumes (kt)



CBA value-added products sales (kt)



Key market drivers



- Strong performance in building and construction sector: building materials revenues rose by 15.2% YoY in September (ABRAMAT). New extruders started operation in the Southeast.
- Real estate market ended 2Q with growth in launches and sales. (CBIC)



- Despite the semiconductor supply crisis, automotive sales have continued to recover, rising by 16% YoY in Jan-Sept/21 (ANFAVEA)
- Logistics constraints have limited imports of finished aluminum wheels



- Brazil is now one of the top 15 countries for solar power generation (AESF)



- The aluminum-can market has seen rapid growth, with players investing in expansion. CBA has benefited indirectly from reduced competition in other markets

Accelerate
Growth

Build
Competitiveness

Strengthen
Leadership
in ESG

Drive
Innovation and
Collaboration

Primary Aluminum Business Strategy

- Strengthen CBA's position as a **producer of low carbon aluminum** at competitive costs
- **Lead** the Brazilian market for primary aluminum
- **Manage environmental impacts** from our operations

KEY INITIATIVES

Recycling increase

Dry Disposal

Pot Rooms **Technology upgrade**

Production increase:
restart of Pot Rooms 3 e 1

Pot Room Technology Upgrade

TOTAL CAPEX

(2021
currency,
real terms)

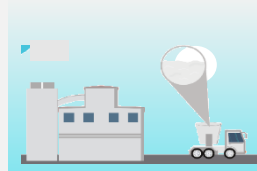
**R\$620
million**



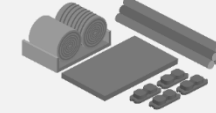
Mines



Refinery



Smelter



Casthouse



Downstream



Recycling



Description

- ✓ Smelter pot feed process upgrades and automation
- ✓ Paste plant upgrade to produce semi-dry paste
- ✓ CO₂ emissions reduction from 2.66 to 2.18 tCO₂/tAl



Status

- ✓ Project approved for implementation and now in procurement phase
- ✓ Phased startup from 2023 to 2025

Rationale

- ✓ Higher smelter pot efficiency and stability, delivering significant ESG benefits

ESG

- ✓ Lower process emissions
- ✓ Reduced water consumption
- ✓ Higher energy efficiency



Primary aluminum production increase

TOTAL CAPEX

(2021
currency,
real terms)

**R\$1.0
billion**



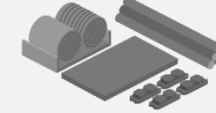
Mines



Refinery



Smelter



Casthouse



Downstream



Recycling



Description

- ✓ Restart 1 ½ pot room to increase smelting capacity: +80 ktpa
- ✓ Improve precipitation efficiency from 60 g/L to 80 g/L by removing organic and inorganic impurities from Bayer liquor (liquor purification)



Status

- ✓ Restart 78 smelting pots at Pot room 3 – project approved and under procurement – Startup: 2022
- ✓ Restart 158 smelting pots at Pot Room 1 – FEL 3 – Startup: 2025

Rationale

- ✓ Increase primary aluminum production to replace metal imports

ESG

- ✓ Increased production of low-carbon aluminum
- ✓ Lower Refinery consumption intensities
- ✓ Lower emissions of CO2 equivalent
- ✓ Reduced natural resource consumption



Recycling increase

TOTAL CAPEX

(2021
currency,
real terms)

R\$115
million



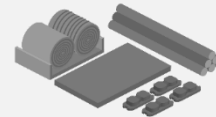
Mines



Refinery



Smelter



Casthouse



Downstream



Recycling



Description

- ✓ Increase scrap consumption by installing a scrap treatment line at Metalex
- ✓ Incremental production of recycled aluminum



Status

Scope comprises 2 separate projects:

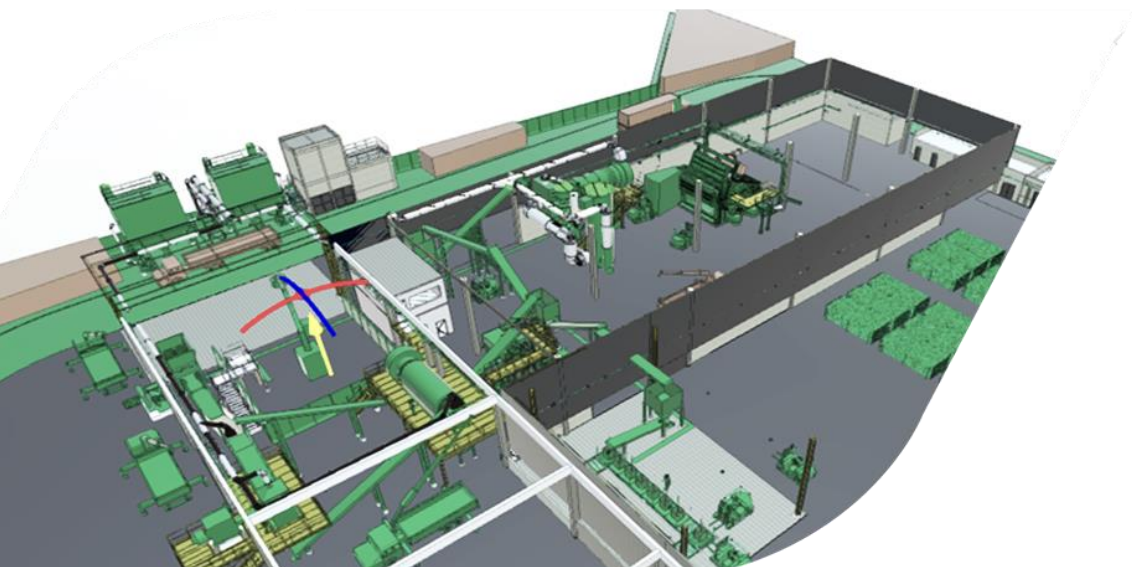
- ✓ Melting Furnace - in final stages of construction. Startup: 2021
- ✓ Scrap Treatment Line - FEL 3. Startup: 2023

Rationale

- ✓ Higher recycled content at Metalex and CBA

ESG

- ✓ Higher recycled content in our products
- ✓ Lower CO2 emissions
- ✓ Lower power consumption



Dry Disposal

TOTAL CAPEX

(2021
currency,
real terms)

**R\$310
million**



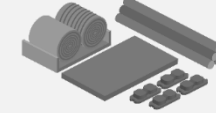
Mines



Refinery



Smelter



Casthouse



Downstream



Recycling



Description

- Filter press technology to dewater waste materials for dry disposal
- Water and caustic soda reused in the Refinery process



Status

- Project in progress: filter press procurement completed, and worksite mobilized for civil construction
- **Startup: 2024**

Rationale

- Convert the Palmital wet disposal dam into a dry disposal facility, extending lifespan by 20 years

ESG

- Greater dam safety
- Waste materials readily reusable in other applications (e.g. cement industry)
- Water reuse within the process
- Reduced area requirement for waste disposal
- Reuse of water and caustic soda



A close-up photograph of a person's finger touching a glowing blue circuit pattern on a dark surface. The circuit lines radiate outwards from the point of contact, creating a starburst effect. The background is dark, and the overall lighting is blue and futuristic.

Innovation and Digital Transformation

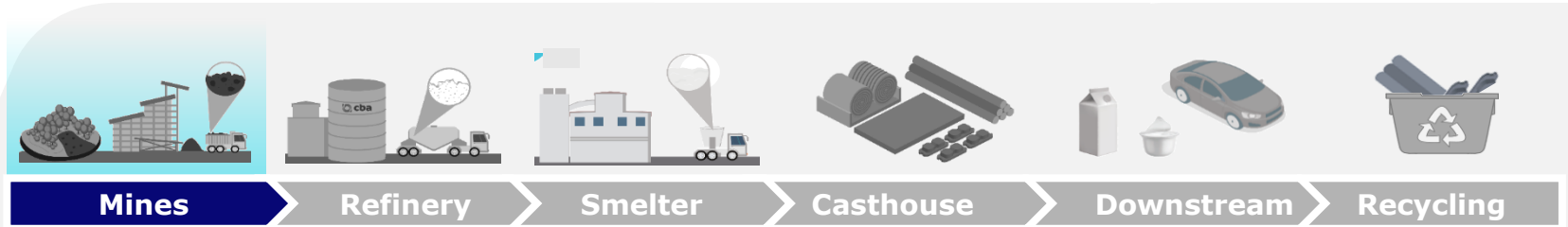


Mobile bauxite beneficiation

TOTAL CAPEX

(2021
currency,
real terms)

**R\$100
million**



Description

- ✓ Develop disruptive technology to establish a new and sustainable approach to mining, revolving around the use of compact, semi-mobile plants

- ✓ Part of the bauxite processed dry using crushing and screening equipment
- ✓ Replace crushing equipment with new technology
- ✓ Production of enriched soil



Status

- ✓ FEL 2
- ✓ Startup: phased from 2023

Rationale

- ✓ Producing beneficiated ore near the mine site reduces haulage distances and expands economically viable bauxite reserves

ESG

- ✓ Eliminate requirement for tailings dams
- ✓ Generate water and energy savings
- ✓ Potentially increase carbon sequestration via the production of enriched soil



Online Smelter Management (GOLF) Project

TOTAL CAPEX

(2021
currency,
real terms)

**R\$2.0
million**



Mines



Refinery



Smelter



Casthouse



Downstream



Recycling



Description

- ✓ Integrated view of planning, scheduling and distribution of smelter output to the casthouse, powered by artificial intelligence to improve blend composition and optimize metal truck routes
- ✓ Metal deliveries scheduled to match casthouse demand and smelter/melting furnace delivery rates



Status

- ✓ Phased startup from 2019 to 2023



Rationale

- ✓ Optimize distribution of molten aluminum to the right casthouse furnaces to ensure an optimal chemical composition for each aluminum alloy

ESG

- ✓ Reduced natural gas consumption in casthouse furnaces
- ✓ Optimized fuel savings in the delivery truck fleet



Downstream Business

Fernando Varella



Accelerate
Growth

Build
Competitiveness

Strengthen
Leadership
in ESG

Drive
Innovation and
Collaboration

Downstream Business Strategy

- Focus on developing **solutions** for the **transportation** segment
- Strong position in the **Americas packaging industry**
- Serve the value chain as a **solutions provider**, focusing on **construction companies and distributors**
- Explore **new solutions** in downstream aluminum products

KEY INITIATIVES

Investment in **Building & Construction** and **Co-engineering**

Growth through expansion, modernization or M&A

Carton and flexible packaging recycling (**ReAl Project**)

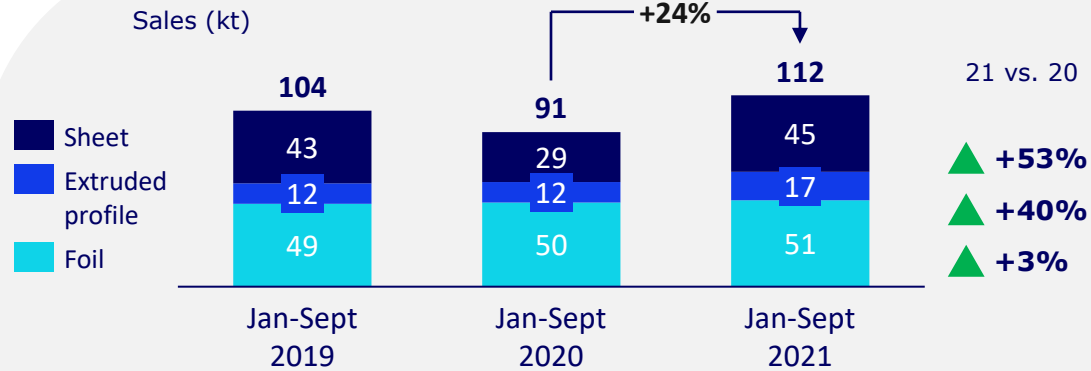
Higher **recycled content** in our operations

Collaborations with startups and technology developers

Strengthen **customer relationships**

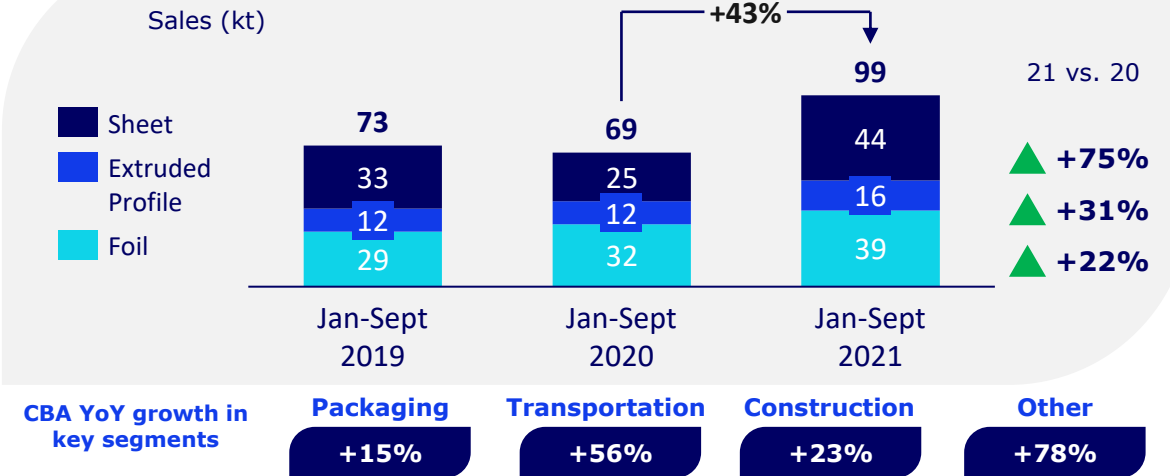
Downstream aluminum products sales rose by 24% YoY

Downstream products sales in domestic and export markets

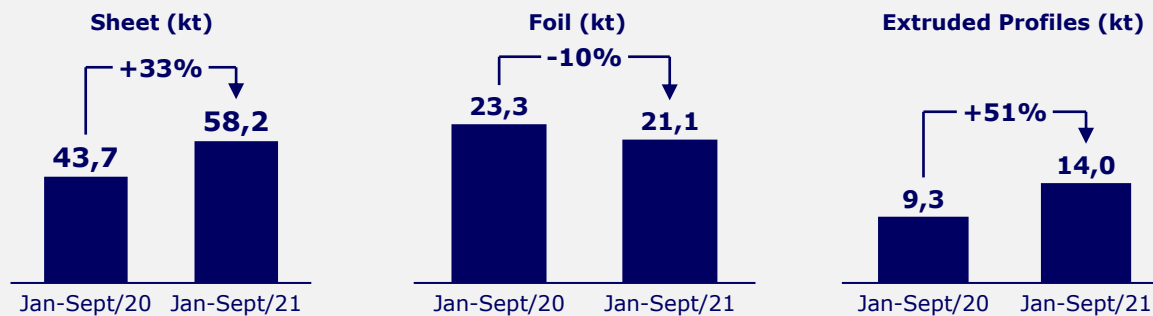


CBA currently has the largest foil production capacity in the Americas and is a relevant exporter to the US

Strong sales growth in Brazil has expanded our market share



Imports have increased to meet rising demand. But CBA sales have outgrown imports in the Sheet and Foil segments

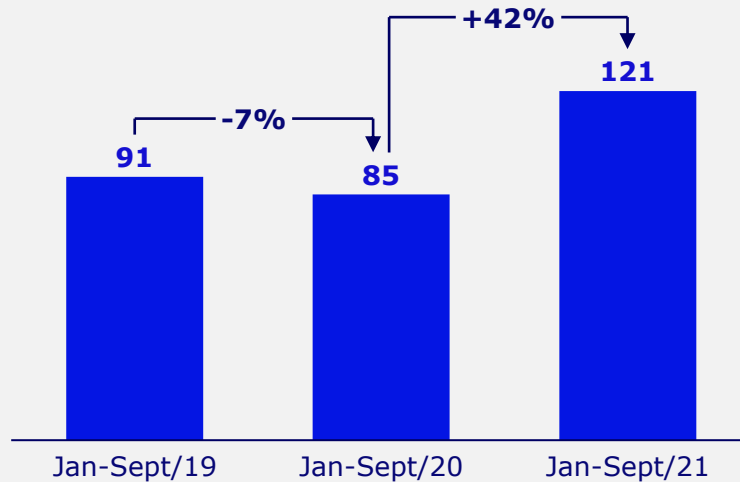


- ✓ CBA's domestic sheet sales have outgrown imports (75% vs 33%)
- ✓ Foil imports dropped by -10%, while CBA sales rose by 22%, gaining local market share
- ✓ Extruded profiles sales grew by 31% despite increase in imports

Downstream growth in 2021 has exceeded pre-crisis levels in the segments where we operate

1. Transportation

Road Implements
(thousands of units)



- Despite the supply crisis, the automotive market has continued to see strong performance
- Sub-segments: light vehicles (+21%) and buses (+10%)

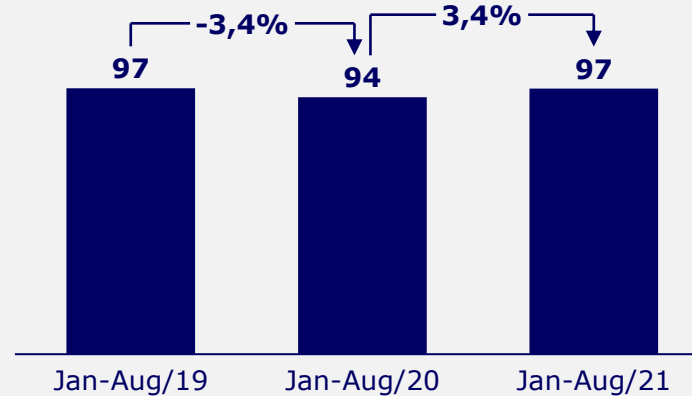
Aluminum demand
(1H21 vs 1H20)

+45%

2. Packaging

Packaging Production
(Base 100)

Overall Industry

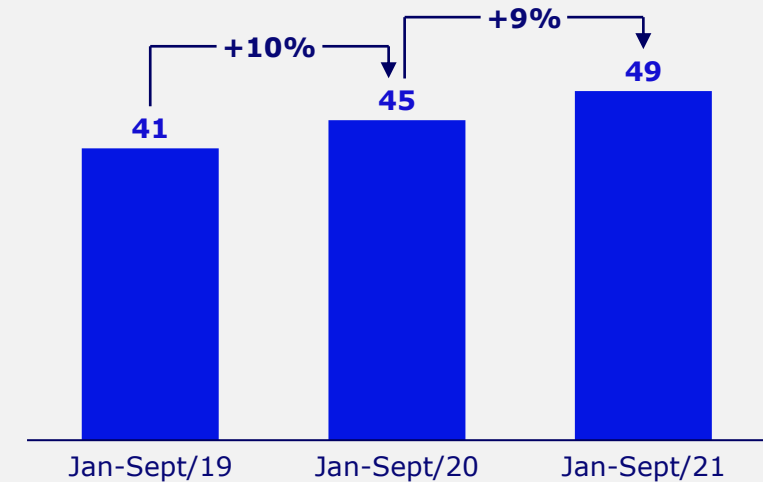


- All aluminum packaging segments have grown well above the overall industry
- CBA's packaging market has outgrown the Overall Industry

+26%

3. Building & Construction

Cement consumption (kt)



- Growing momentum in the sector has driven up aluminum demand

+31%

Source: IBGE, SNIC, SecoviSP – Oct/21, Revista Alumínio (Data from ABAL)



Innovation and Digital Transformation



Downstream Innovation

Design Thinking Model

89

Projects in
Agile Execution



TRANSPORT

50%



BUILDING &
CONSTRUCTION

15%



PACKAGING

11%



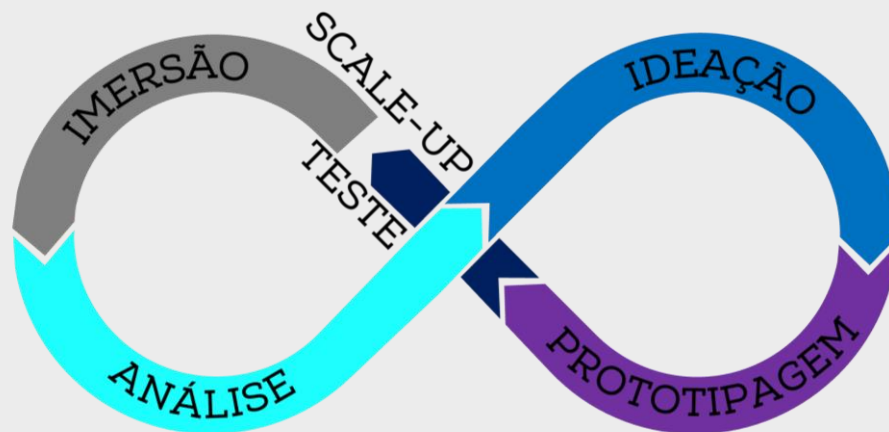
NEW
MARKETS

24%

11%

of Downstream
revenue from
Innovation

JAN-SEPT 2021



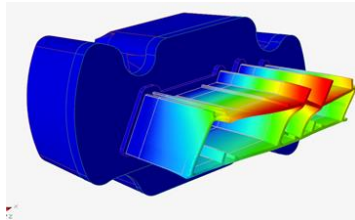
Digital Transformation

Journey 4.0—a focus on safety, customer experience and closer connectivity to support agile decision-making

Process automation



Simulator Profile tooling software



Safety – camera monitoring



Virtual reality training



Video analytics for online defect detection



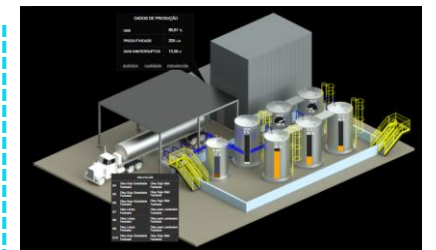
Safety – camera monitoring



Process Control



Oil distilling plant



ReAl Technology | packaging trends and challenges

Proprietary technology developed and patented by CBA to maintain aluminum as a sustainable solution for multilayer packaging and support higher rates of post-consumer recycling

CBA Brand - ESG

- A leader and partner for multilayer recycling
- Customer loyalty

Sustainability

- Higher recycling rates
- Circular Economy



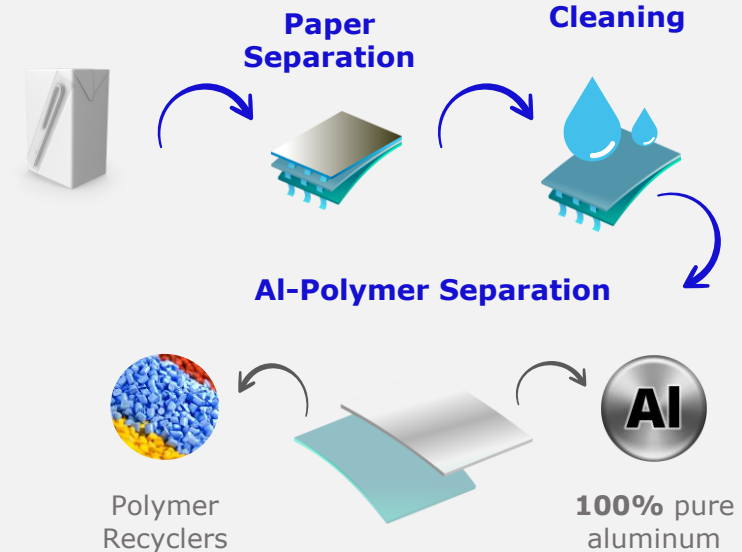
Financial Feasibility

- Higher revenues for the recycling value chain
- New revenue streams from polymer sales and Al recycling

AI solutions

- Packaging with recyclable content (Al and Polymers)

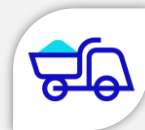
Simplified ReAL Process



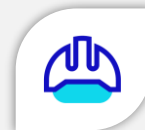
ReAL Project Milestones



Sept-21
Committee
Approval



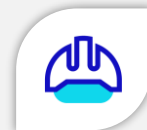
Oct-21
Procurement



Oct-21
Execution



Dec-22
Commissioning



1Q23
Startup



Energy Business

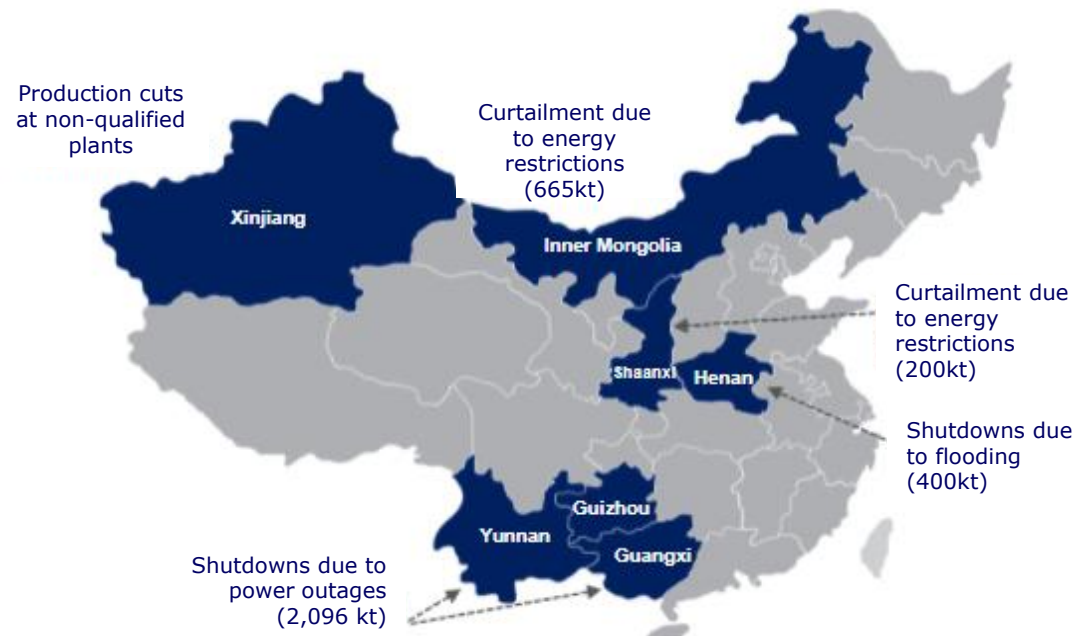
Luciano Alves



Energy crisis – impacts on the Aluminum Industry

Policy changes in China and higher energy prices in Europe are affecting aluminum production

Curbs on power use and a capacity cap in China are threatening aluminum production in the country:



Total curtailments:
3.1Mt of capacity affected so far

Delayed greenfield projects:
1.1Mt

Expansions on hold:
3.9Mt

China

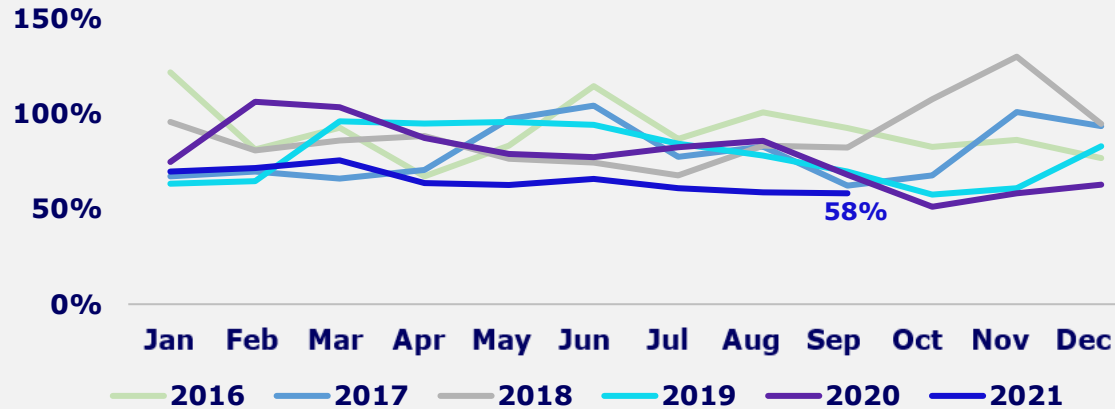
- **“Dual-control” policy:** targets for total energy consumption and energy intensity
- **Coal:** prices soared by ~260% in 2021 driven by higher demand, declining stocks, weather-related disruptions and a ban on imports from Australia, affecting coal-fired generation capacity

Europe

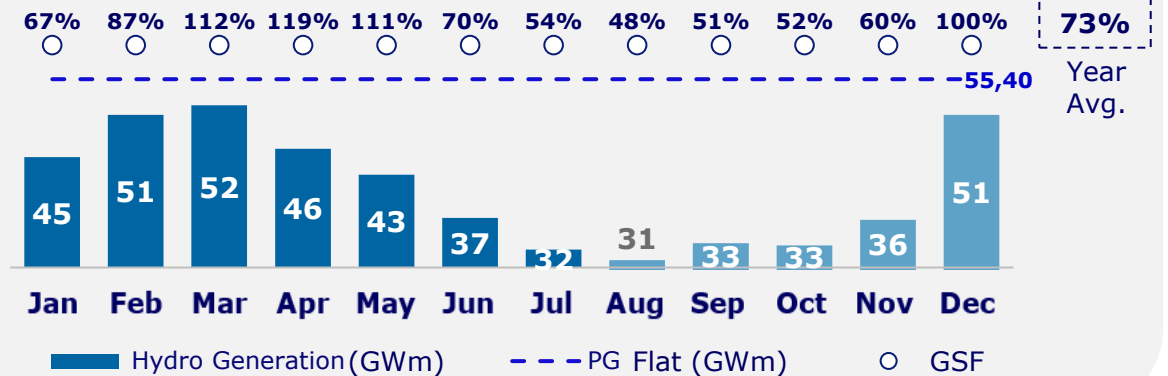
- **Natural Gas:** rising global demand and an accelerated economic recovery have driven a sharp rise in gas prices, leading to **aluminum smelter curtailments**
- **Spot Energy Prices:** ~70% of European smelters are exposed to spot energy prices

Brazil Energy Sector: as water resource levels recover, electricity prices are likely to drop significantly

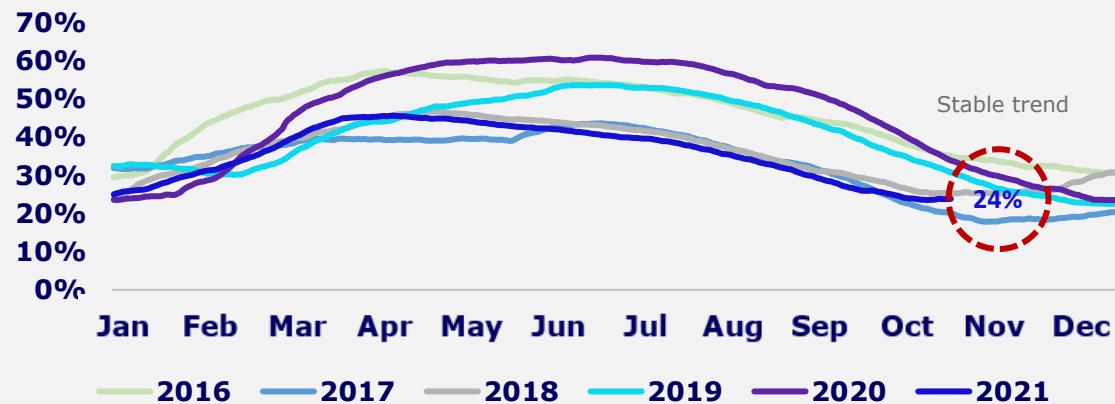
Hydro Resource – % LTM (Long-Term Mean)



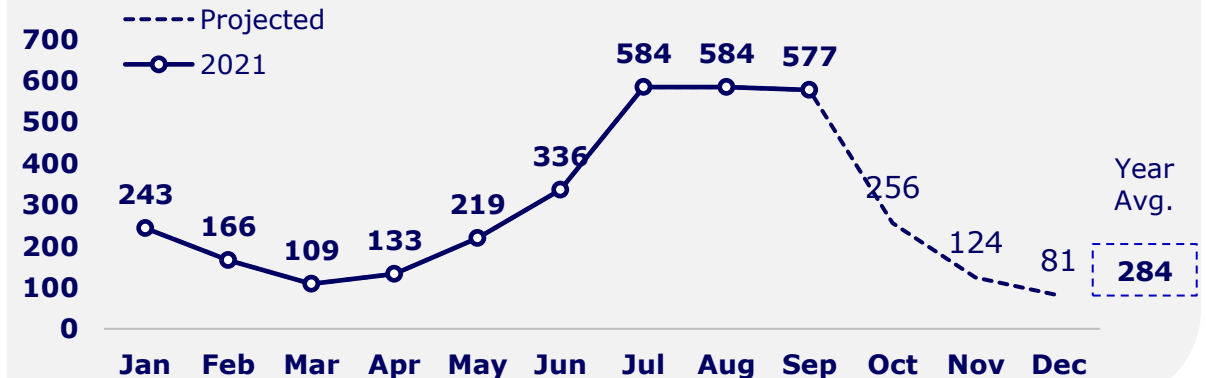
Hydro Generation (GWm) and GSF 2021



Storage Levels – Backbone Grid (% EAR¹ max)



Current and Projected PLD Price – Southeast/Midwest (R\$/MWh)



(1) Stored Energy (EAR) is the energy that can be generated by the volume of water available in a reservoir



Accelerate
Growth

Build
Competitiveness

Strengthen
Leadership
in ESG

Drive
Innovation and
Collaboration

Energy Business Strategy

- Commitment to **generate renewable electricity** for CBA's entire future energy requirement
- A robust generation portfolio with **supplemental sources**, strengthening our **position as a self-generator**
- Operating excellence to drive safety, efficiency and sustainability
- **Energy business optimization** supports generation as well as trading activities

KEY INITIATIVES

Leverage expertise as a self-generator and **Market Intelligence** to develop new energy solutions

Investment in **Wind and Solar**

Innovation and Technology in Plant Management,
Partnerships and Consortia/Joint Ventures

TOTAL CAPEX

(2021
currency,
real terms)

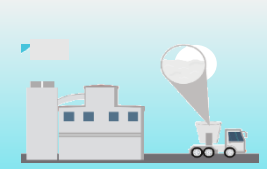
R\$190
million



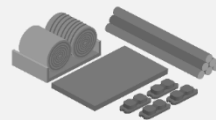
Mines



Refinery



Smelter



Casthouse



Downstream



Recycling



Description

- **Phase 1:** replacement of hydro with wind power capacity (+171.5 MW)
- **Phase 2:** new renewables projects (up to 400 MW)



Status

- **Phase 1: start-up in 2023**
 - Acquisition completed in August-21 – 10-year PPA
- **Phase 2: start-up targeted for 2024**
 - Wind and solar projects in study

Rationale

- Replace hydro generation with concessions nearing expiration to support future growth in aluminum production
- Maintain vertical integration with renewable generation assets to assure world-leading cost efficiency
- Capital optimization, self-generator benefits and supplemental portfolio assets to reduce generation volatility

ESG

- Maintain vertical integration with renewable generation assets, sustaining global leadership for low emissions
- Efficient and sustainable operations management, including biodiversity
- Innovation and technology to support risk management and resource optimization in operation and maintenance



A photograph of two women sitting at a desk in an office or classroom setting. The woman on the right, with long dark hair and glasses, is smiling broadly and looking towards the left. The woman on the left, with long blonde hair, is seen in profile, looking towards the first woman. They appear to be engaged in a collaborative task, possibly working on a computer. The background is slightly blurred, showing other people and computer monitors.

Investments

Albino Júnior

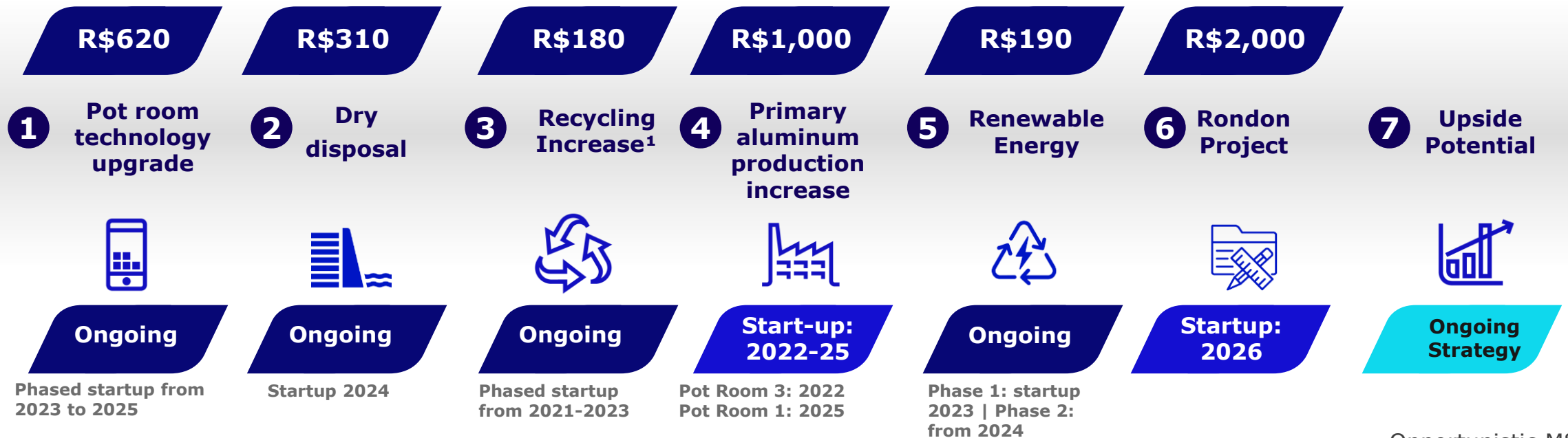


Diversified product pipeline to further strengthen our market leadership

Organic growth and efficiency projects

Upside

Total CAPEX (In million, 2021 currency, real terms)



Clear growth levers with sustainable projects

Disciplined capital allocation

All investments meet stringent ESG requirements

Opportunistic M&A and additional organic projects

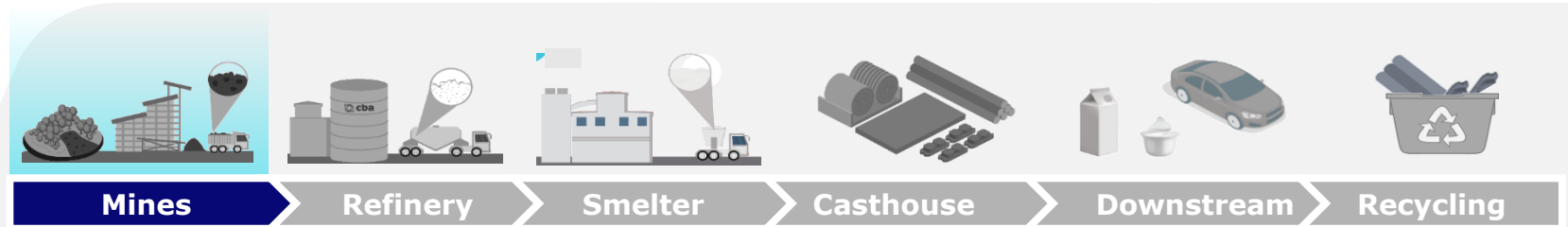
Note (1): includes ReAL project

Rondon Project

TOTAL CAPEX

(2021
currency,
real terms)

R\$2.0 billion



Description

- Greenfield bauxite mine project in Pará, northern Brazil
- 1.8+ million metric tons of high-quality ore, mineable at competitive costs
- Scalable mine design: 4.5 Mtpa, expandable to 18 Mtpa
- Competitive logistics: Served by the Carajás Railway to the Capesize-capable Port of Itaqui in Maranhão



Status

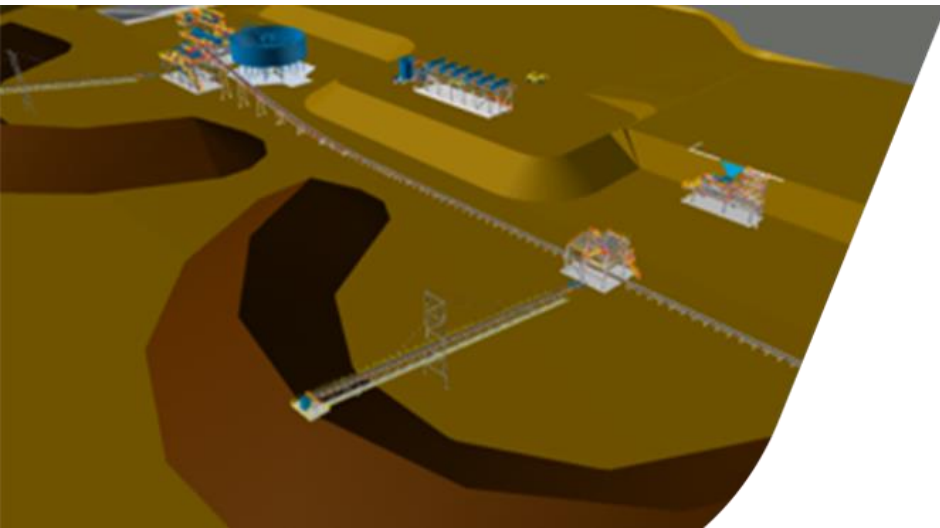
- In FEL 2
- Work in progress to secure environmental license, develop logistics solutions and update economic feasibility study
- **Startup: 2026**

Rationale

- Extend CBA's long position in bauxite, with exports as primary focus.

ESG

- Local social development
- Local jobs
- On-site waste disposal with no dams





ESG

Leandro Faria



CBA Strategy 2030: better aluminum for a better world

Mandate

By 2030, deliver an offering of low-carbon aluminum products and sustainable solutions in collaboration with stakeholders, while developing the communities where we operate and positively influencing the end-to-end aluminum value chain

10 ESG levers

15 programs

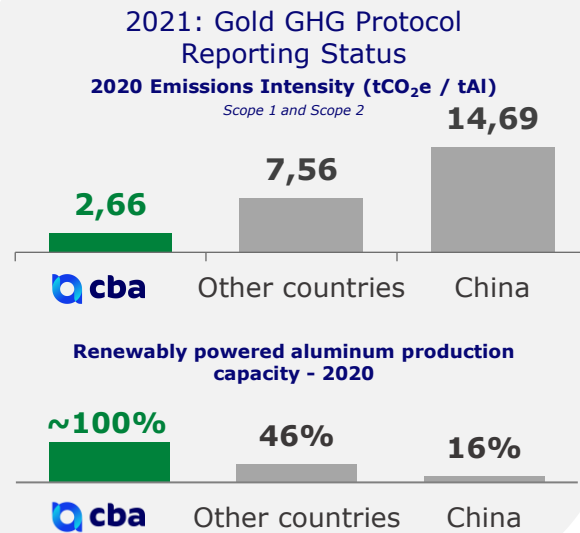
31 commitments

10 ESG levers



Environmental (E): positive impact on our ecosystem and robust environmental governance

One of the lowest CO2 emission rates in the industry, supported by renewables



2030 Goal

Reduce emissions by 40% (on average for primary products, cradle-to-gate), from 3.55 tCO₂e/t Al in 2020 to 2.46 tCO₂e/t Al in 2030

Structuring Projects

Pot room technology upgrade



Recycling Increase



Biomass Boiler

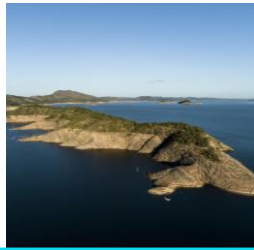


Biodiversity

59,000 hectares of nature reserves



Legado das Águas (SP)



Legado Verdes do Cerrado (GO)

Sustainable mining



Before (Native Forest)



After (Native Forest)

Recovery of mined areas with 4-year monitoring period

CBA works to **restore mined land to its original or better condition**

Partnerships for innovative practices



UNIVERSIDADE
FEDERAL DE VIÇOSA

Social (S): a focus on delivering significant and lasting benefits for people

People-centric management

Digital Transformation
Culture: CBA 4.0 Journey

Investment in employee safety and quality of life



Social programs

34 projects in 2021

Partnership for Education: more than 22,000 students reached directly and indirectly as of Sept-21

Economic Development: ReDes Program - 74 direct beneficiaries and more than R\$ 670,000 in income generated from early 2020 to Sept-21

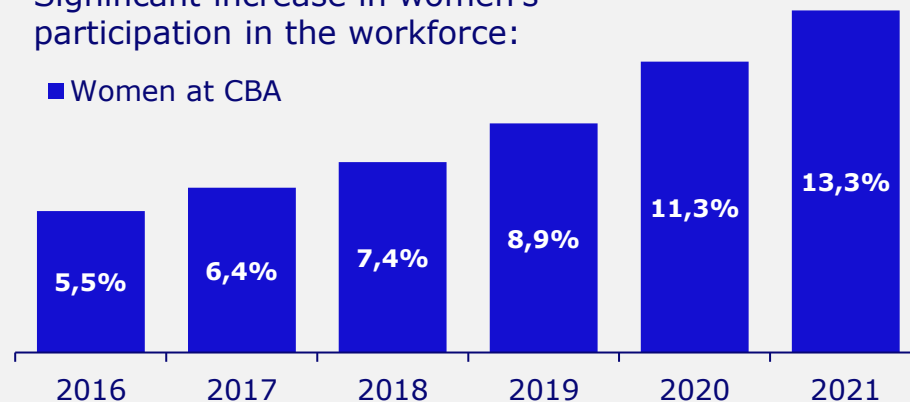
Public Management Support (Healthcare): 8 municipalities, reaching 340,000 people in 2021

Diversity and Inclusion

- Ethnic and gender equality, and inclusion for people with disabilities
- Diversity Policy, Committee and Affinity Groups

Significant increase in women's participation in the workforce:

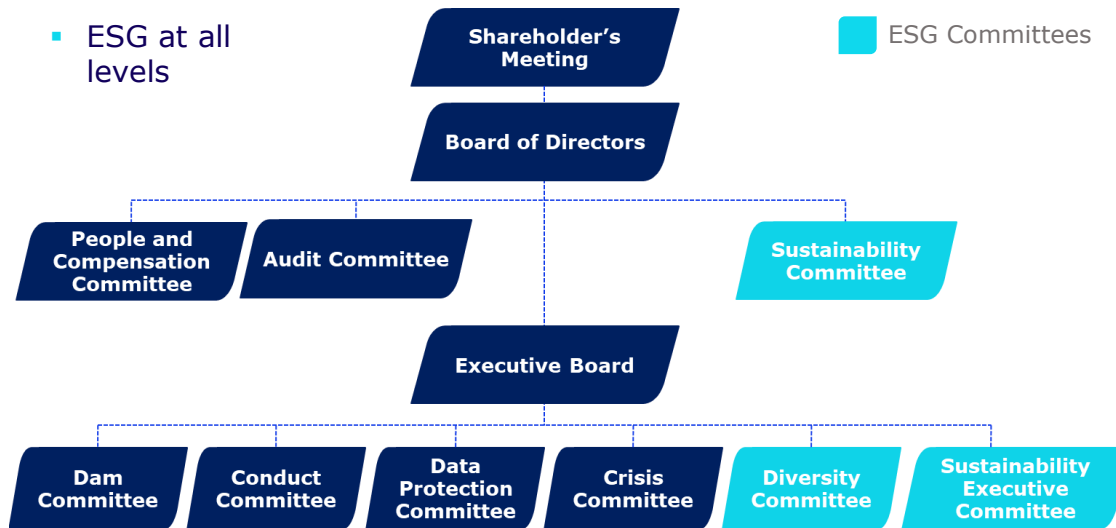
■ Women at CBA



Governance (G): mature governance aligned with best practices

Organizational Structure supported by Independent Committees

- ESG at all levels



Commitments and International Certifications



World-class governance practices

Sustainable Procurement Program:

- An initiative to engage the end-to-end value chain, from mining to the end stages of production
- The initiative comprises 7 stages to be implemented over the next 5 years, with defined owners and activities involving small, medium and large suppliers, including local suppliers:

1. Sustainable Procurement Policy and Strategy
2. Supplier screening and monitoring against ESG criteria
3. Supplier selection and requisitions based on ESG considerations, such as inclusive criteria and criteria for selecting and onboarding local suppliers
4. Contract management in line with CBA's ESG commitments
5. Partnerships with Strategic Suppliers to codevelop sustainable solutions
6. Supplier Development
7. Sustainable Procurement Engagement and Communications

Our ambition: *become a reference in sustainable supply chain management*





Closing Remarks

Ricardo Carvalho



CBA is well positioned to compete and capitalize on opportunities

Positive fundamentals in the aluminum market

Vertically integrated operations with **100% renewable** power generation capacity

A **low-carbon aluminum producer**, positioned in the **1st quartile of the global cost curve**

Leadership in our main consumer segments, with higher-margin and value-added products

A robust investment portfolio, aligned with strategic goals

A management team with **solid industry expertise** that has led CBA's business and cultural transformation in recent years

Accelerate Growth

Build Competitiveness



Aluminum solutions that transform people's lives

Drive Innovation and Collaboration

Strengthen Leadership in ESG

