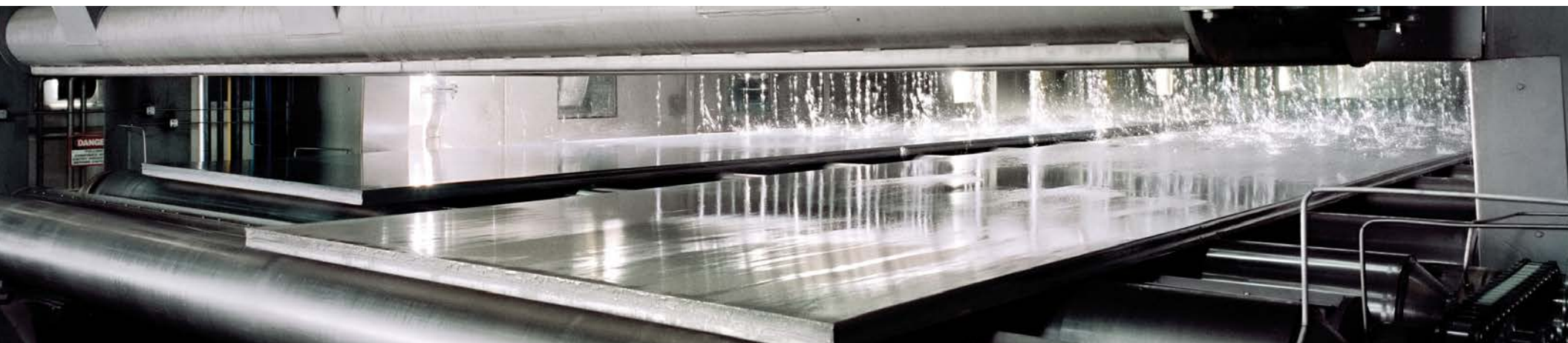


KAISER
ALUMINUM



2019

CORPORATE SUSTAINABILITY REPORT



2019 UPDATE

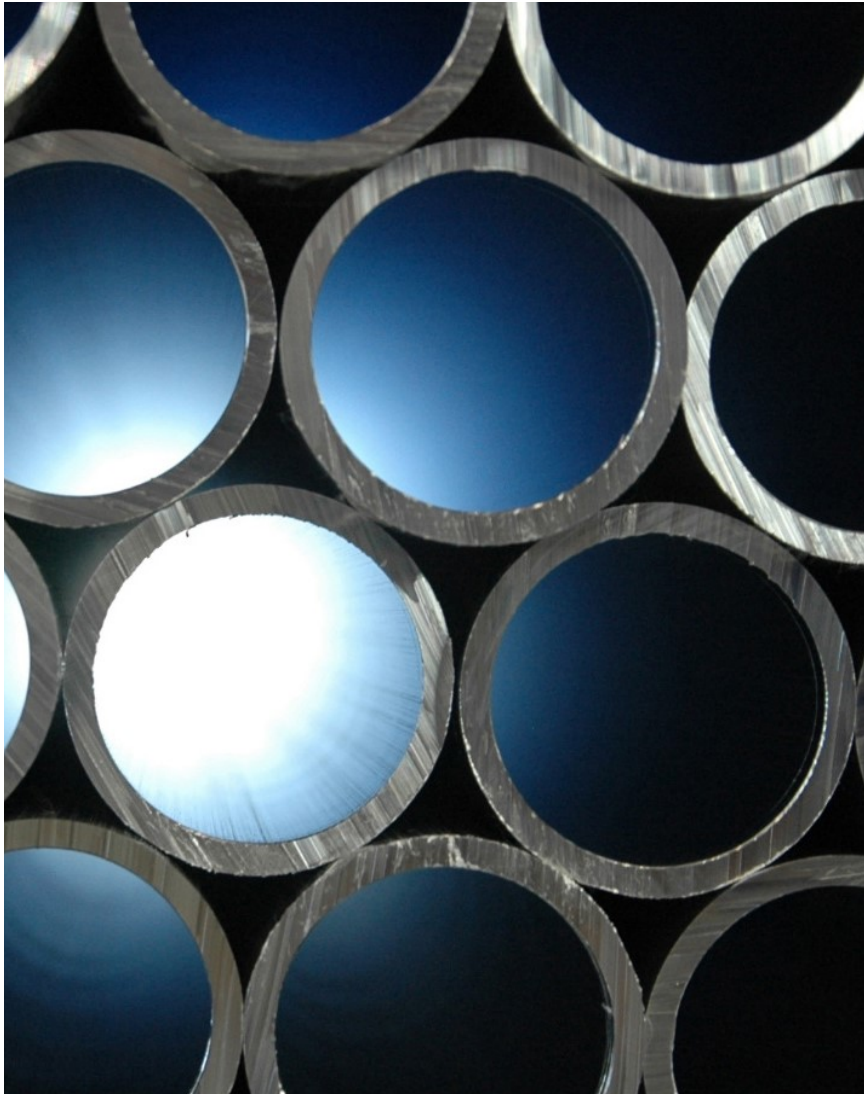
We are pleased to present Kaiser Aluminum Corporation's 2019 Sustainability Report. This report covers our 2019 business and sustainability achievements, neither of which was impacted by the COVID-19 pandemic. The content of this report, including business and market updates and sustainability policies, does not take into account the consequences of this pandemic on our business.



CONTENTS

2019 Update	2	Energy Conservation	35
Forward Looking Statements	4	Carbon Emissions	37
Executive Chairman Letter	5	Case Studies	39
CEO Letter	6	Air Quality	40
Executive Summary	7	Water Consumption	41
2019 Updates	10	Waste Management	42
Sustainable Value Creation	11	REACH	43
Corporate Values	12	Stakeholder Engagement	43
Key Initiatives	13	Responsible Business Practices	44
Our Company	14	Corporate Governance	45
Business	15	Commitment to Corporate Governance	46
Facilities	16	Board of Directors	47
Consistent, Competitive Strategy	17	Compensation Best Practices	50
Markets Served	18	Alignment of Strategy, Performance and Executive Compensation	51
Capital Allocation	21	Stockholder Engagement	52
Shareholder Value	22	Code of Ethics and Business Conduct	53
Leadership Structure and Risk Management	23	InTouch	53
Environmental, Social and Governance Oversight	24	Conflict Minerals	54
Sustainability Strategies	25	Human Rights Policy	54
Products and Operations	26	Compliance	54
Production Processes	27	People and Communities	55
Use of Recycled Scrap	28	Workplace Health and Safety	56
Closed Loop Recycling	28	Employee Wellness	59
Supplier of Choice	29	Talent Development	60
Manufacturing Excellence	30	Labor Relations	62
Innovation	31	Community Engagement	63
Environment	32	Summary	66
Environmental Focus and Initiatives	33		
Environmental Management System	34		

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, the impact of extraordinary external events, such as the current COVID-19 pandemic, 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.

EXECUTIVE CHAIRMAN MESSAGE



Jack A. Hockema

Executive Chairman and
Retired CEO

As we prepare the letter for our annual Sustainability Report this year, the COVID-19 pandemic has resulted in significant business and economic uncertainty. However, our business model, strategy and core values have positioned us for unexpected adversity, and we are well-prepared to address the challenges and potential opportunities presented by the pandemic.

A key tenet of our core values and our competitive strategy is to position Kaiser Aluminum as a

preferred supplier. Driven by this guiding principle, we have developed strong and deep partnerships with our blue chip customer base and have achieved differentiating product quality and Best-in-Class customer satisfaction. Working as partners to meet their needs in good times and in bad, we continue to strengthen and solidify these relationships.

Our business model is predicated on maximizing opportunities during an expanding economy as well as being well-prepared for unexpected economic adversity. To that end, recognizing the cyclicity of our end markets and inevitable economic downturns, our ongoing financial strategy focuses on management of liquidity and debt leverage.

We maintain conservative debt leverage and proactively manage our liquidity to provide funding for sustaining and strategic

investments and dividends through the full business cycle. At every meeting of the Board of Directors we review the Company's ability to meet its capital allocation objectives in the event of a severe downturn in its served market segments. In April 2020, we raised additional capital to enhance our already strong liquidity safety net and to position the Company to capitalize on attractive investment opportunities.

While the Board of Directors remains actively focused on overseeing the Company's COVID-19 initiatives, the primary focus is on supporting the long-term growth and sustainability of the enterprise through development and execution of the Company's long-term strategy, balanced capital allocation and effective risk management - including environmental, social and governance matters, talent development, and succession planning.

As we continue to look forward, the Board of Directors recently completed its planned executive succession, having appointed Keith Harvey as President and Chief Executive Officer of Kaiser Aluminum Corporation and a member of our Board of Directors.

Keith has had an integral role in driving our strategy and growth over the years and, as President and Chief Operating Officer, he has played an important leadership role at Kaiser Aluminum, building a strong operational and commercial team and creating a multi-disciplined leadership development program to ensure consistency of our culture and strategic direction. Keith is well-respected within the industry and the Company, and I am confident in his ability to lead the Company to continued growth.

Sincerely,

A handwritten signature in black ink, appearing to read "Jack A. Hockema". The signature is written in a cursive style with a large initial "J".

CEO MESSAGE

I want to formally acknowledge and thank Jack Hockema for his selfless leadership and commitment to Kaiser Aluminum over these past two decades. He has always inspired us to be the “Best-in-Class” for all our stakeholders - customers, suppliers, investors, employees and the communities in which we operate. His impact on the Company has been profound and has prepared us well to move Kaiser Aluminum into our next chapter.

Focused on Sustainability in 2020 and Beyond

Although the COVID-19 pandemic has had an impact on business conditions and our operations, we are well-positioned to navigate the current environment and capitalize on the opportunities as our end markets begin to recover. With long-standing strategic customer relationships, strong liquidity and financial flexibility, a cost structure that allows us to react quickly to flex through the cycles, and a culture engrained throughout the organization ensures that we will remain true to our values in all that we do.

Our commitment to the sustainability of our business and creating long-term value for our stakeholders remains a critical and an integral part of our corporate values. Throughout Kaiser Aluminum’s history, we have successfully navigated challenging conditions, not only demonstrating the sustainability of the Company, but also having emerged stronger and better positioned for the longer-term.

While we are executing on our business model to respond to more immediate changes in business conditions, we continue to remain focused on those critical factors that have led to our success over the years and that will further position us as strong and proactive members of the industry for profitable growth opportunities yet ahead:

- Ensuring that the health and safety of our employees remain our top priority and the processes, procedures and protocols are in place to maintain a safe and productive work environment,
- Working in partnership with our customers to address short-term needs and plan for longer term opportunities, we continue to further strengthen our strategic supplier position,
- Maintaining strong working relationships with our suppliers and continued oversight of the materials supply chain,
- Continuing our training and talent development initiatives to drive consistency in our strategy and ensures the continuity of our culture,
- Investing in our operations to advance our competitive position and support long-term growth, and
- Ensuring that our corporate governance practices continue to align the interests of our Board and management with those of our stakeholders.



Keith A. Harvey

President and
Chief Executive Officer

In 2021, at Kaiser Aluminum we will celebrate our 75th anniversary and as Jack has said, “With the strength of the Company we’ve built, we’re just getting started” and I look forward to continuing to manage our business for long-term success in a manner that is economically, environmentally and socially responsible to ensure Kaiser Aluminum remains “Best-in-Class”.

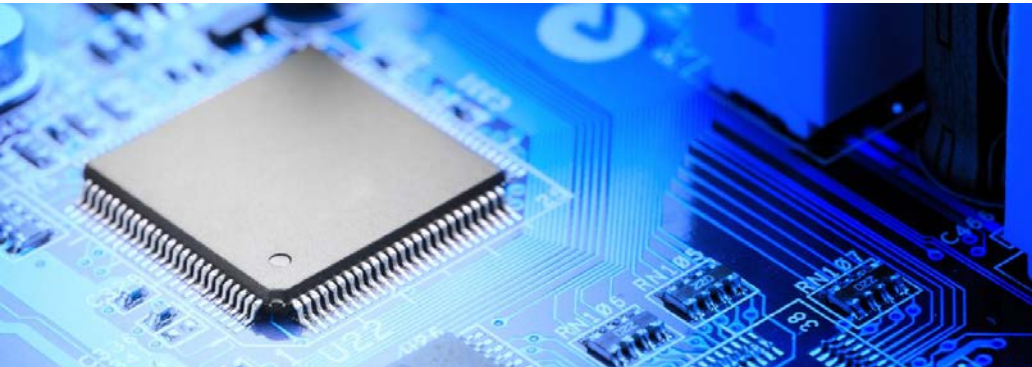
Sincerely,

Executive Summary



COMPANY OVERVIEW

- Leading North American producer of highly engineered aluminum mill products
- Focus on demanding applications for aerospace, automotive and general industrial end-markets
- Fundamental part of our business model is to mitigate the impact of aluminum price volatility
- Long-standing customer relationships – original equipment manufacturers (OEMs), tier 1 suppliers and metal service centers
- Differentiate through broad product offering and “Best in Class” customer satisfaction





LONG TERM PERFORMANCE HIGHLIGHTS

- Manage for the downturn to maintain strong liquidity and financial flexibility through business cycles
- Achieved key cost position with plant and equipment investments at ~2x depreciation since 2007, sustaining ~75% of depreciation
- Effective and balanced capital allocation ~\$1.7B since 2007¹ - organic investments, modest bolt-on acquisitions and significant cash returned to shareholders through increasing dividends and disciplined share repurchases
- Outperformed S&P 600 Materials Index with total shareholder return (TSR) of 147.8% since 2007¹



BOARD OF DIRECTORS

- Diverse and highly independent Board
- Ongoing commitment to refreshment - 42% of our Directors have a tenure of less than five years
- Robust and multi-tiered Board and Committee annual assessment process
- Continuing focus on identifying critical skills needed to support Company strategy and succession planning
- Strong support for continued proactive shareholder engagement (> 50% annually)
- United Steelworkers (USW) has right to nominate 40% of the members of our Board



¹As of December 31, 2019



EXECUTIVE COMPENSATION

- In 2019, approximately 75% of CEO and COO target compensation was “at-risk”, with >50% subject to stringent performance metrics
- Approximately 55% to 68% of other NEO target compensation was “at-risk”, with >50% subject to stringent performance metrics
- Compensation programs supported by best practices and aligned with our strategic objectives and shareholder interests
- Consistent shareholder support of executive compensation programs - 2019 executive compensation received 95% shareholder approval



ENVIRONMENT AND SUSTAINABILITY

- Sustainability is an integral part of our corporate values
- We manage our business for long-term success in a manner that is economically, environmentally and socially responsible
- Our products are part of the carbon solution, facilitating light weighting and increased fuel efficiency
- Aluminum is infinitely recyclable and we have continued to increase our use of recycled scrap
- Our investments increase our manufacturing efficiency reduce our environmental impact and the impact of our customers
- We continue to focus on talent development across the organization to ensure consistency of culture and strategic direction



Executive Summary—2019 Updates



COMPANY OVERVIEW

- Appointed Neal E. West, previously Chief Accounting Officer since 2008, as SVP and CFO in early 2019
- Continued investment to improve and expand manufacturing efficiency, quality and capacity to support ongoing growth
- Remain well-positioned in attractive, growing market segments - long term secular growth in aerospace and automotive
- Continued management and execution of CEO succession plan



ENVIRONMENT AND SUSTAINABILITY

- Inaugural sustainability report issued early 2019
- Continued to expand our talent development programs - implemented Front Line Leadership Development Program at two of our largest facilities to strengthen organizational performance through ethical, effective and sustaining leadership
- Continued investments and initiatives to improve operational efficiencies and lessen impact on environment
- Ongoing engagement with BlueGreen Alliance and environmental groups



BOARD OF DIRECTORS

- Ongoing commitment to Board refreshment - three new highly qualified independent Directors added to the Board in 2019
- Continued focus on identification of critical Board skills and succession planning
- Strong support for continued proactive shareholder engagement
- Extended Director Designation Agreement with USW through 2025



PERFORMANCE HIGHLIGHTS

- Record 2019 results confirmed strong underlying momentum, despite -\$15 million impact from planned and unplanned downtime at our Trentwood facility and the impact from automotive program transitions
- Continued to return cash to shareholders through dividends and share repurchases, increased quarterly dividend for the 8th consecutive year in early 2019 by approximately 9%
- Completed a new \$375M Senior Secured Credit Facility, maturing 2024, and a \$500M Senior Notes Offering, maturing 2028 further strengthening financial strength and flexibility
- USW members at Newark, OH and Spokane, WA ratified new 5-year master labor agreement effective Oct. 1, 2020 through Sept. 30, 2025



EXECUTIVE COMPENSATION

- Continued shareholder support for executive compensation; 2019 executive compensation received 95% stockholder approval
- Incentive plans establish targets based upon increasing levels of achievement
- Revised weighting of LTI performance metrics to increase TSR from 30% to 60%, while maintaining 40% cost performance



Sustainable Value Creation

At Kaiser Aluminum, we manage our business for long-term success in a manner that is economically, environmentally and socially responsible with a view towards all of our stakeholders.

Corporate Values

Our corporate values support and serve as the foundation for our strategic initiatives and truly reflect the Company's "tone at the top" which is embedded in our culture and continues to drive our behavior.

PREFERRED INVESTMENT

- Create and deliver long-term value to shareholders
 - Focus on long-term shareholder value
 - Emphasize transparency of results and long-term value creation
 - Prohibit "make-the-period" operating and/or accounting philosophy
- Employ disciplined capital allocation priorities for organic growth, inorganic growth, regular dividends and return of excess cash to shareholders
- Maintain financial strength and flexibility
- Create and sustain a defensible competitive position
- Communicate a clear and simple story to investors
- Proactively engage to build relationships with investors

PREFERRED SUPPLIER

- Provide a Best in Class customer experience
 - Deliver on time, every time
 - Consistently provide the shortest lead times
 - Achieve zero claims
 - Accept customer claims on a no-fault basis (subject to limitations for \$ amount and/or chronic abuse by individual customers)
 - Provide superior support, service, training and rapid response
 - Be the "easiest to do business with"
- Offer competitively priced products commensurate with the value provided
- Employ rigorous process controls to provide consistent attributes in all of our products
- Develop new products, processes and capabilities that address current or emerging customer needs

PREFERRED EMPLOYER

- Provide a safe and clean workplace
- Treat employees with dignity and respect
- Be responsive to employees
- Provide an environment of empowerment, responsibility and accountability
- Assure effective, open two-way individual and group communications
- Develop and maintain a positive relationship with all employees and their designated representatives
- Provide an environment that embraces creativity, learning and innovation
- Offer competitive pay and benefits that attract and retain employees
- Offer a variable pay component linked to performance and economic profit

PREFERRED CUSTOMER

- Pay a competitive price for value provided
- Be easy to do business with
- Assure integrity and fairness
- Encourage effective two-way communications
- Demand excellence through collaboration
- Set clear and consistent expectations and demand accountability

VALUED CORPORATE CITIZEN (ESG)

- Be socially responsible and active members of our industry and our communities
- Enforce the values embedded in preferred investment, preferred supplier, preferred employer, and preferred customer



Key Initiatives

Our key initiatives are the areas in which we focus our efforts. The key initiatives are aligned with our business concept and values and represent six strategic areas the Company has identified as vital to achieving long-term success and delivering shareholder value.

SUPPLIER OF CHOICE

Advance our position as the **Supplier of Choice**

LOW COST PRODUCER

Enhance our position as a **Low Cost Producer**

PROFITABLE SALES GROWTH

Achieve **Profitable Sales Growth**

TECHNICAL & MANAGERIAL TALENT & DEPTH

Develop and strengthen **Technical and Managerial Talent and Depth**

FINANCIAL STRENGTH & FLEXIBILITY

Sustain **Financial Strength and Flexibility**

VALUED CORPORATE CITIZEN

Enhance our standing as a **Valued Corporate Citizen**



OUR COMPANY

- Leading positions in attractive, growing market segments
- Strong track record, excellent long-term earnings growth potential
- Balanced capital allocation
- Financial strength provides sustainability through cycles

Business

Kaiser Aluminum Corporation is a leading producer of semi-fabricated aluminum products. Manufacturers and major suppliers around the world look to Kaiser to deliver highly engineered solutions for their most demanding aerospace, automotive and industrial applications. The reason is simple: we adhere to the same strong commitments to quality, innovation and service today as when the Company was founded in 1946.

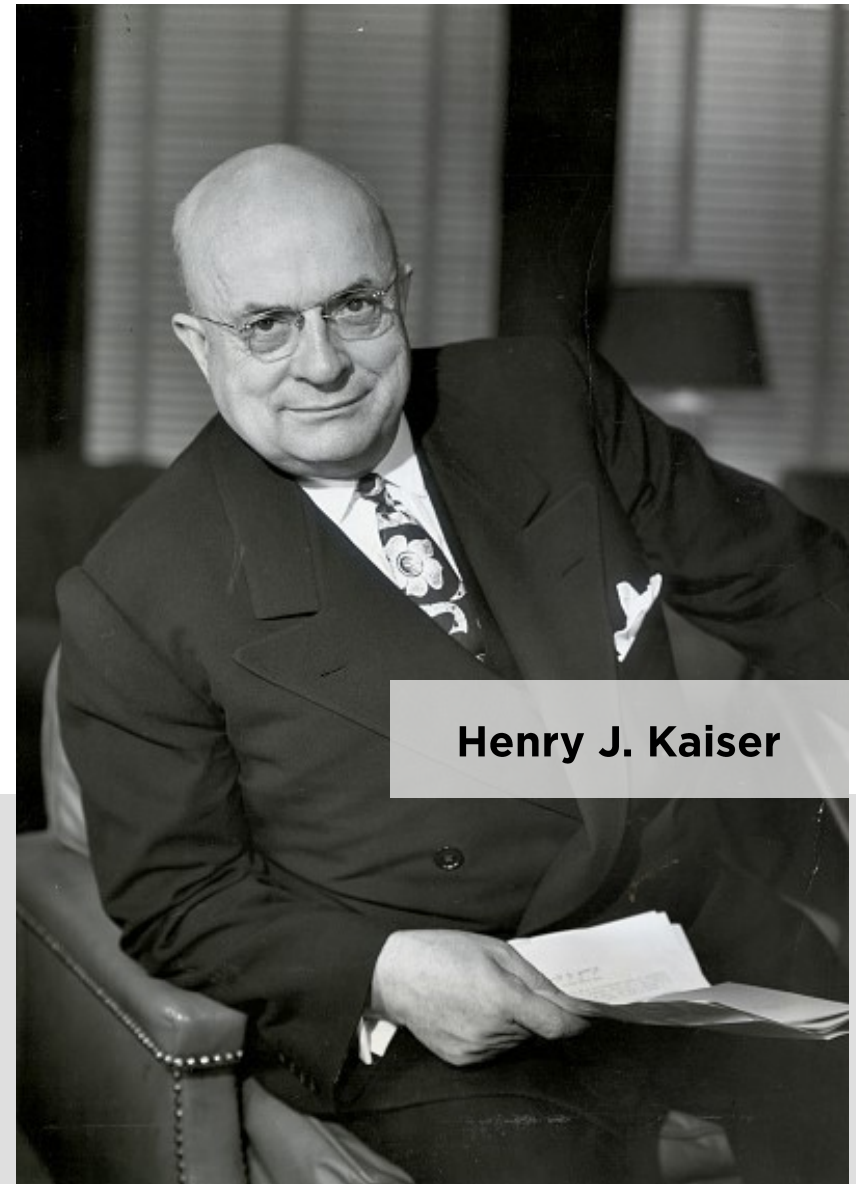
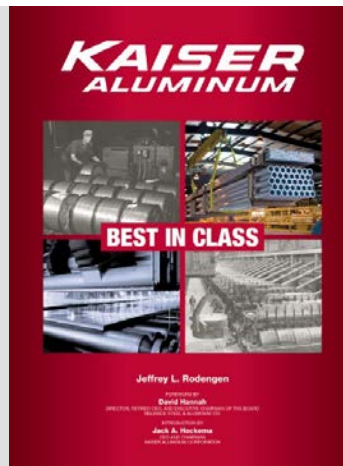
Key Facts and Figures

- Ticker: NASDAQ: KALU
- Market Cap¹: ~\$1.8B
- 2019 Revenue: \$1.5B
- Headquarters: Foothill Ranch, CA
- Operations¹: 13 Facilities
- Employees¹: ~2,800

74TH YEAR OF KAISER ALUMINUM'S PROUD HISTORY

Legendary industrialist Henry J. Kaiser founded Kaiser Aluminum in 1946. In keeping with Henry J. Kaiser's legacy, Kaiser Aluminum continues to be a sustaining brand, as well as a recognized leader in metallurgy and innovative, highly engineered solutions in its chosen end markets. The Company remains committed to upholding its fundamental values to be a preferred investment, preferred employer, preferred supplier, preferred customer and a valued corporate citizen.

Learn more about our Company and history in our new book **Kaiser Aluminum: Best in Class** available for free download on Apple Books.



Henry J. Kaiser

¹ As of December 31, 2019

Facilities

Kaiser operates 13 production facilities across North America. Collectively, these facilities allow us to produce an impressive range of value-added plate, sheet, and extruded products. This latter category includes extruded shapes as well as rod, bar, tube, forged stock and wire products.

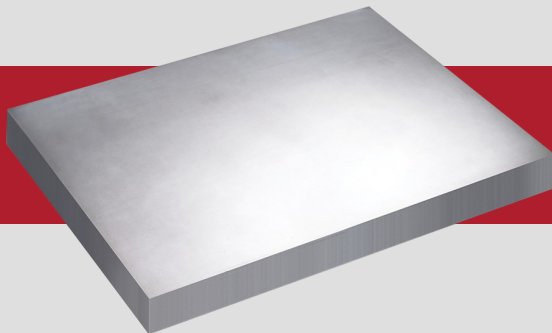
Each of our facilities specializes in manufacturing products for specific industries, allowing us to not only develop a deeper understanding of each market, but also differentiate our processes to more efficiently meet the needs of our customers operating in those markets. Our commitment to



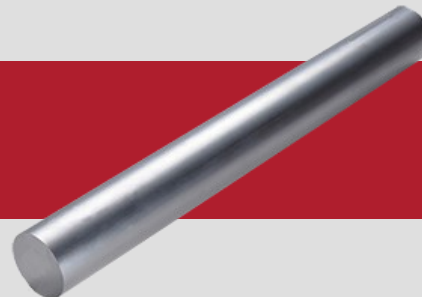
continuous improvement is a big reason customers turn to Kaiser Aluminum time and again to deliver effective, innovative solutions. In fact, many customers have been with us since our founding.

Our customers know there's something different about the way we do things at Kaiser. They recognize our dedication to developing leading-edge solutions is backed by an uncommon commitment to good old-fashioned customer service and an uncompromising passion for exceeding expectations. It's not an experience that's easy to find these days. But it is **The Kaiser Experience**.

Flat Rolled Products



Extrusions



Drawn Products



Consistent, Competitive Strategy



FOCUS

Demanding applications with barriers to entry



DIFFERENTIATION

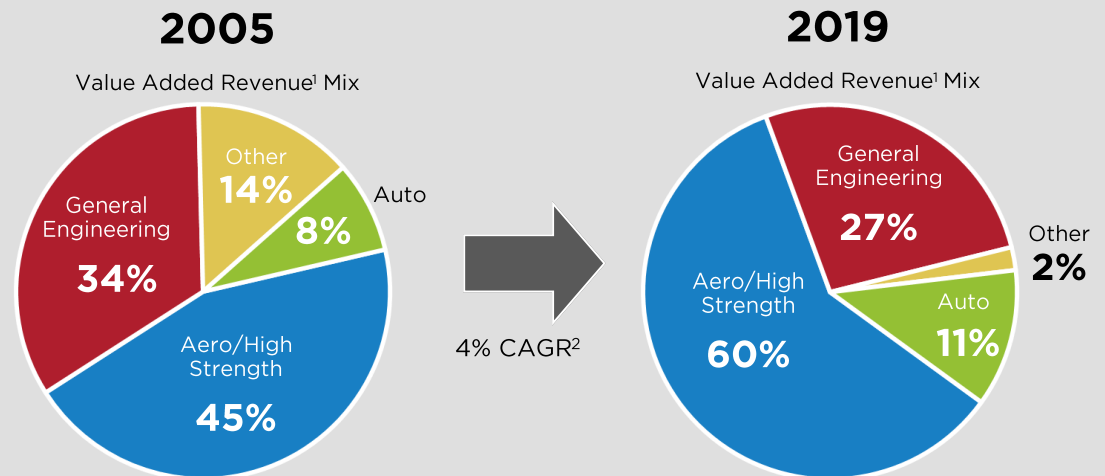
Product quality, service and KaiserSelect® attributes



VALUE CREATION

Operating leverage and manufacturing efficiency

We have a strong track record of profitable growth. Our success over the years has been driven by a highly focused and consistent strategy. We are well positioned in attractive growing markets, focused on technically challenging applications where we have competitive strength.



¹ Value Added Revenue (VAR) = net sales less hedged cost of alloyed metal. Hedged cost of alloyed metal = Midwest transaction price plus the cost of alloying elements plus any realized gains and/or losses on settled hedges, related to metal sold in the referenced period.

² CAGR = compound annual growth rate

Markets Served—Aerospace and High Strength

Recognized for a long history of adding value to the aerospace and high-strength markets, Kaiser Aluminum's dedication to these markets is supported by significant capital investments over the past decade to more than double its capacity, expand its capabilities and enhance product quality to support the ongoing secular growth for aerospace applications.

Serving the leading aerospace OEMs and their suppliers for commercial aerospace, military and business jets and industrial applications, Kaiser provides a broad product



offering including its differentiated KaiserSelect® products for numerous structural and safety critical aerospace applications.

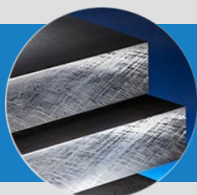
With continued growth in global air travel, the airframe manufacturers maintain an approximate 8-year order backlog and have increased annual build rates that will continue to drive demand for fuel efficient aircraft.



For more information, visit the Aerospace and High Strength [Markets](#) page on our website. For aerospace customer testimonials, visit the [Best in Class](#) page on our website.



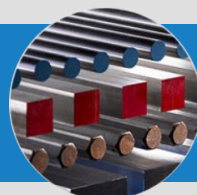
Aerospace and High Strength Product Offerings



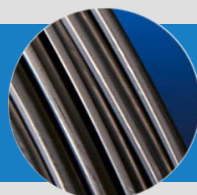
KaiserSelect®
Aerospace Plate™



Small and
Intermediate Hard
Alloy Extruded
Shapes



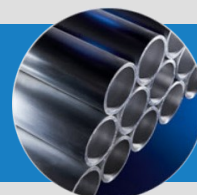
Hard Alloy Cold
Finished Rod & Bar



Hot Rolled
Redraw Rod



Aerospace
Sheet & Coil



Hard Alloy Drawn
Seamless Tube



Wire



Hard Alloy Extruded
Forge Stock

Markets Served—Automotive

Kaiser Aluminum has been serving the automotive extrusion market for more than two decades, embracing a strong automotive culture and offering technical and manufacturing competence through our dedicated applications engineering team. Today, aluminum is one of

the most cost effective materials to achieve fuel efficiency standards. Lightweight, high-strength, energy crash absorbent, durable, corrosion resistant, easily formable and infinitely recyclable, the growth in aluminum content in vehicles is a key demand driver for our automotive extrusions. Working in partnership

with leading Tier 1 suppliers, Kaiser has continued to expand the production of extruded products that can be transformed into complex shapes with tight tolerances, offering cost effective ways to form and machine products ideally suited for demanding and often safety critical structural applications.

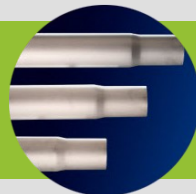


For more information, visit the Automotive [Markets](#) page on our website.

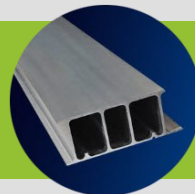
Automotive Product Offerings



ABS Block



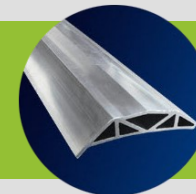
Driveshaft Tubes



Bumper Extrusion



Apron Tube



Crash Management

Markets Served—General Engineering

Through our long-standing partnerships with leading metal service centers, Kaiser's products and experience are counted on for a wide variety of industrial end-market applications.

Kaiser's aluminum products can be found in everything from the armor used in military vehicles and ordnance to manufacturing cells for semiconductors and electronic devices to aftermarket motor sports parts. Our aluminum products are also used in the manufacture of tooling plate, parts for machinery and equipment, and all types of bolts, screws, nails or rivets. Many of these products must also stand up to the demands of further fabrication.

What do all these applications have in common? The need for high-quality aluminum that delivers superior machinability, structural strength, and often critical mechanical or ballistic properties.

Working with our partners and their customers, Kaiser offers the experience and know-how to deliver products

that are engineered to consistently improve throughput, reduce waste and help save on production costs. From KaiserSelect® General Engineering Plate and KaiserSelect® SEMIK Plate for semiconductor manufacturing to KaiserSelect® Precision Rod and KaiserSelect® Manifold Bar, our products have proven superior in application after application.



Parts from KaiserSelect® Precision Rod



For more information, visit the General Engineering [Markets](#) page on our website.

General Engineering Product Offerings

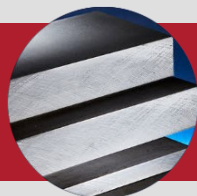
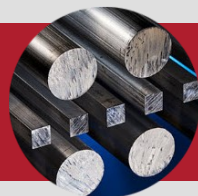
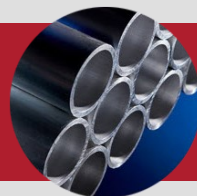


Plate and Sheet



Rod and Bar



Seamless and Structural Extruded Tube



Cold Finished Rod and Bar



Standard Shapes

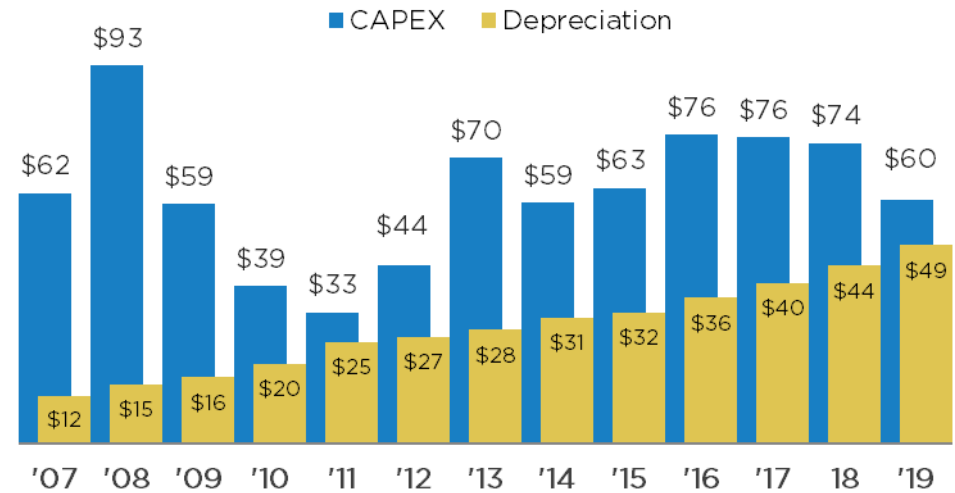
Capital Allocation

Effective, balanced capital allocation with clear priorities for cash deployment consistently applied:

- Invested >\$800 million in the business since 2007 (~2x depreciation)
- Distributed >\$750 million to shareholders since 2007
 - Dividends increased each year since 2011
 - ~6.7 million shares repurchased at an average price of \$69.34

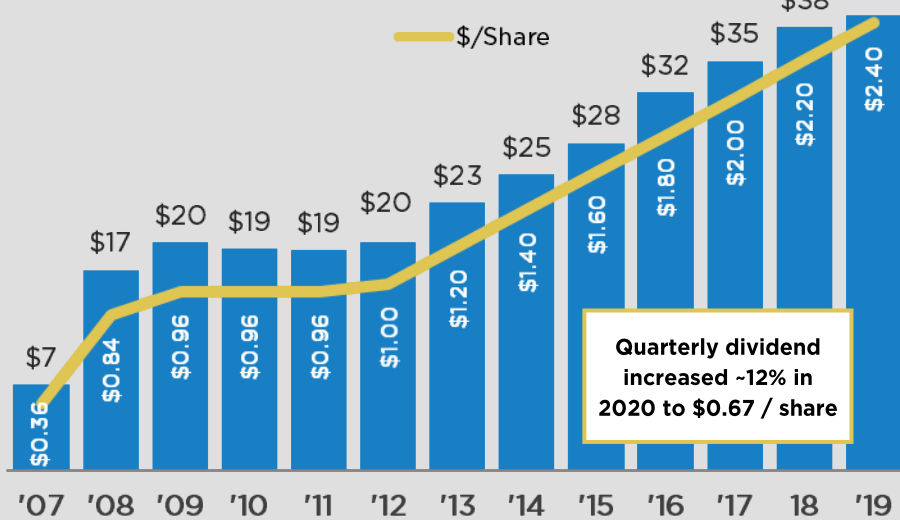
Capital Spending / Depreciation

(\$millions)



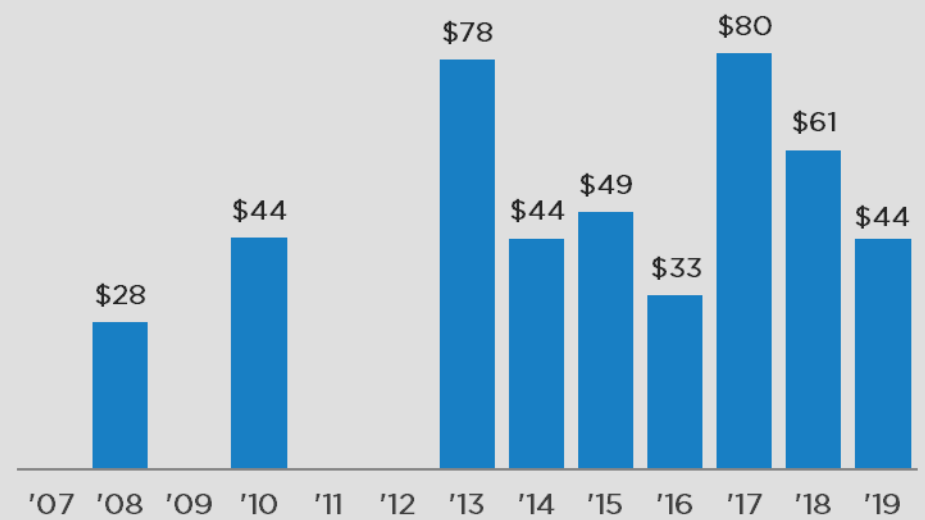
Dividends

(\$ millions except \$/share)



Share Repurchases

(\$ millions)



Shareholder Value

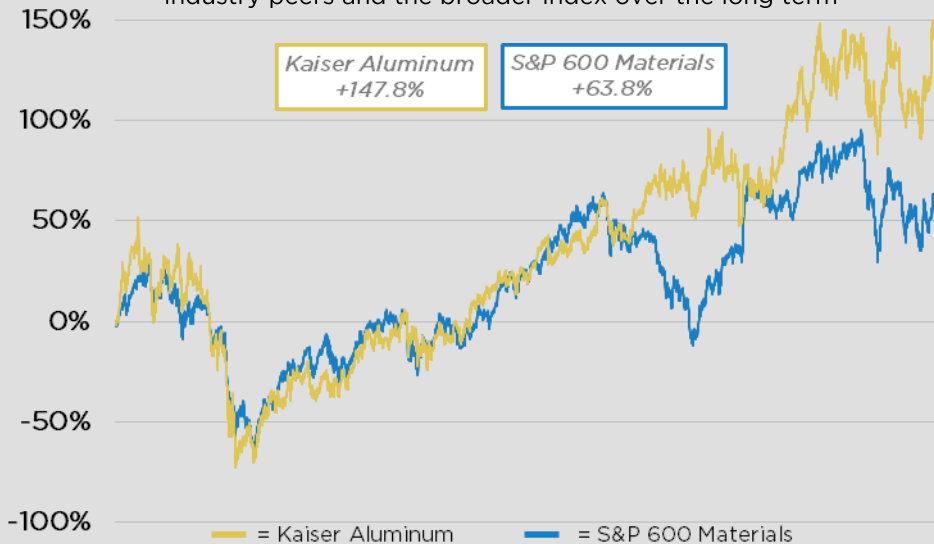
- Strong track record for growth in value-added revenue¹, adjusted EBITDA² and EBITDA margin³ has exceeded industry demand
- Attractive end markets with long-term secular demand growth
- Continued improvement in manufacturing cost efficiency
- Consistently reinvest in the business to facilitate competitive strength, organic/inorganic growth and margin expansion



TSR⁴ Performance

(January 3, 2007 – December 31, 2019)

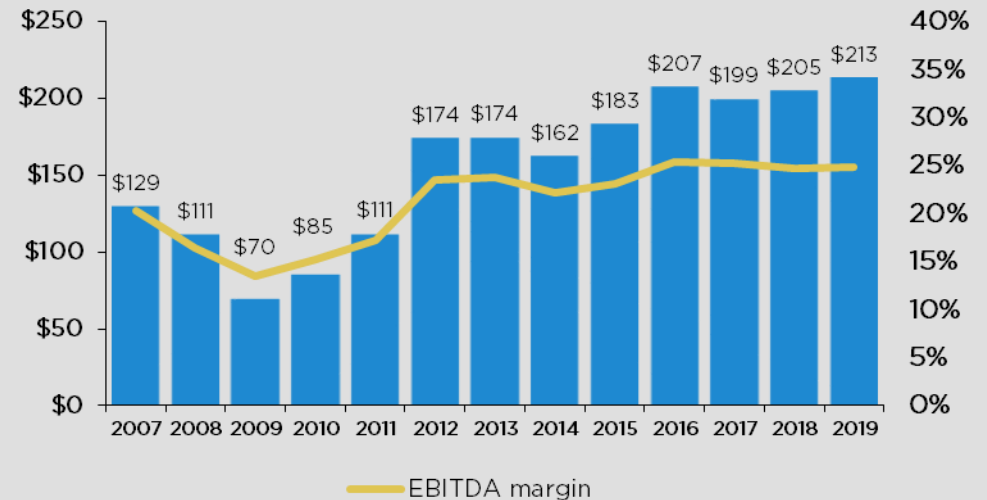
Our focused and consistent strategy has allowed us to outperform industry peers and the broader index over the long term



Adjusted EBITDA² and Margin³ Growth

EBITDA (\$mm) and EBITDA margin

Maintain strong EBITDA margins through the cycle



¹Value Added Revenue (VAR) = net sales less hedged cost of alloyed metal. Hedged cost of alloyed metal = Midwest transaction price plus the cost of alloying elements plus any realized gains and/or losses on settled hedges, related to metal sold in the referenced period.

²EBITDA = For comparability, prior to 2010 defined as Fabricated Products Operating Income less corporate expenses before non-run-rate items plus Depreciation and Amortization. For 2010 and later, defined as Consolidated Net Income (Loss) before Interest, Other Income (Expense), Income Tax and non-run-rate items plus Depreciation and Amortization; refer to appendix

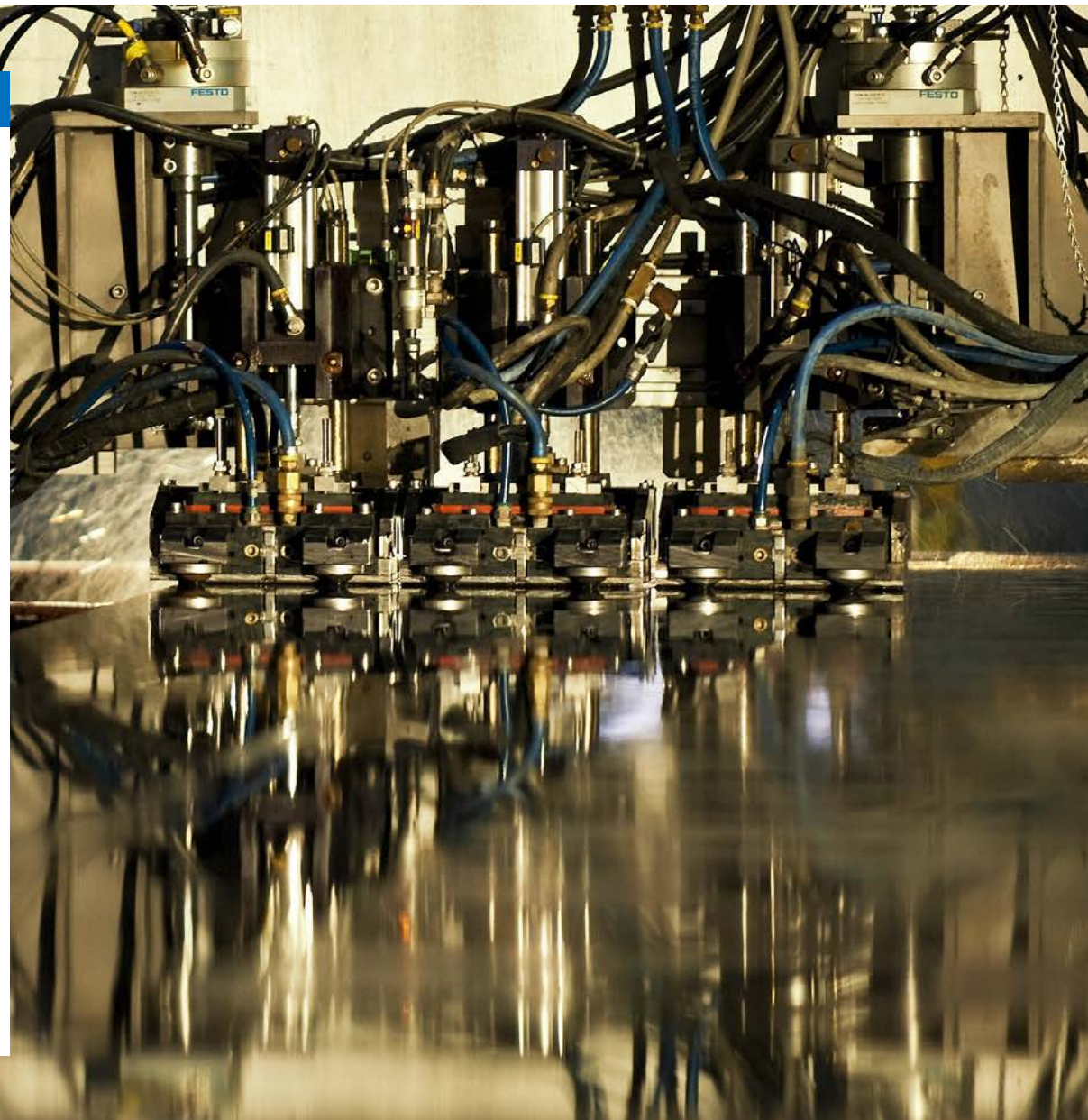
³EBITDA margin = EBITDA as a percent of Value Added Revenue (VAR); VAR = net sales less hedged cost of alloyed metal. Hedged cost of alloyed metal = Midwest transaction price plus the cost of alloying elements plus any realized gains and/or losses on settled hedges, related to metal sold in the referenced period.

⁴TSR = Total Shareholder Return. Returns the compound total return, with dividends reinvested by default on the exdate, for dates requested. The prices used in the total return calculations are adjusted for special cash dividends (i.e. special cash dividends are not being reinvested on the ex-date).

Leadership Structure and Risk Management

Our Board of Directors focuses its attention on overseeing our Company's business strategies, risk management, talent development and succession planning. The Board of Directors has and will continue to be vigilant in the oversight of our Company's long-term strategy development and execution.

By focusing on our long-term outlook, we are best able to support our common goal of creating enduring value in our Company and for our stockholders. Our Directors contribute to management's strategic plan by engaging the Company's senior management in robust discussions about the Company's overall strategy, priorities for its businesses, capital allocation, risk assessment and opportunities for continued long-term growth.



Environmental, Social and Governance Oversight



Sustainability is an integral part of our corporate values, the end markets we serve and how we manage our business. We conduct our operations in a sound environmental manner and seek to continually improve our product quality and manufacturing efficiency through processes and capital investments that reduce our environmental impact and, in turn, reduce the environmental impact of our customers.

We recognize that long-term excellence requires sustainable practices, and we manage our business for long-term success in a manner that is economically, environmentally and socially responsible. We demonstrate this through:

- Operating our business with honesty and integrity;
- Providing a safe workplace that fosters dignity and respect;
- Supporting the sustainability of our environment through lean sigma initiatives to drive continuous improvement in manufacturing efficiency and reduce our carbon emissions and environmental footprint;
- Striving to make a positive difference in our local communities; and
- Creating positive economic impact for our stakeholders.

In addition to ongoing programs embedded within our enterprise risk management program, additional areas of focus, including environmental, social and governance matters, are reviewed by management with our Board of Directors annually.

Sustainability Strategies

2020 Sustainability Strategies	Progress
Products and Operations	
Continue to invest and extract efficiencies through operational process improvements and enhanced product quality	✓
Continue to maximize use of scrap metal throughout our operations	✓
Environment	
Include all mill product facilities in metrics	⋯
Continue to evaluate, develop and monitor metrics around environmental initiatives and improvements	⋯
Responsible Business Practice	
Continued commitment to maintain a Board with at least 30% gender diversity	✓
Formalize a human rights policy	✓
Formalize a supply chain policy	⋯
People and Communities	
Achieve a wellness participation rate of 75% for eligible employees	⋯
Reduce injury rate by 30% (vs. 2017)	✓





PRODUCTS AND OPERATIONS

Aluminum is inherently sustainable and indefinitely recyclable. Nearly 75% of all aluminum produced is still in use today.

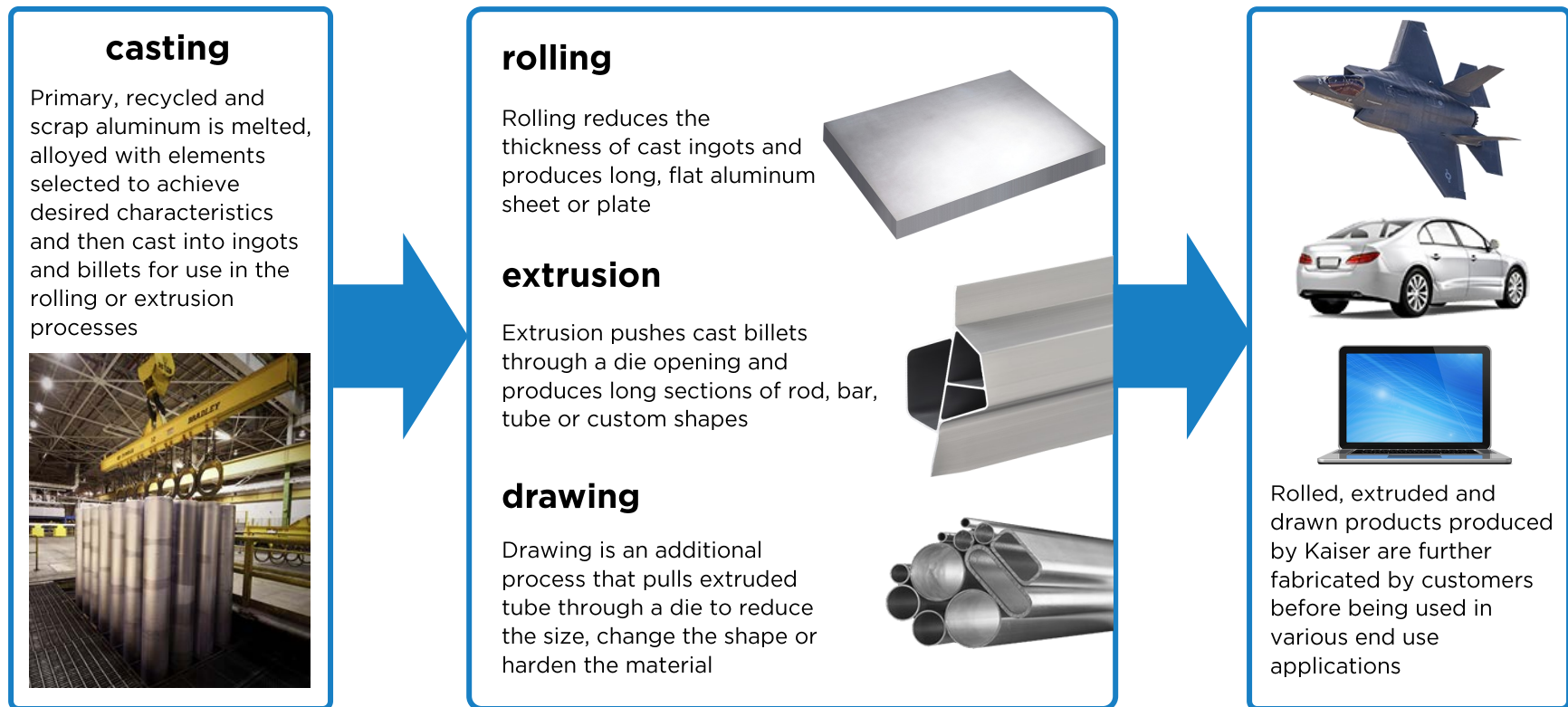
Our focus:

- Maximizing the use of recycled scrap - pursuing increased use of closed loop or similar scrap programs
- Participating in customer light weighting to achieve greater fuel efficiency (aerospace and automotive)
- Identifying opportunities where we can achieve energy cost savings and promoting the efficient use of energy and material resources to reduce our carbon footprint
- Developing new products, processes and capabilities that increase customer efficiency including our KaiserSelect® product offering production processes

Production Processes

We conduct our operations in a sound environmental manner and seek to continually improve our product quality and manufacturing efficiency through processes and capital investments to reduce our environmental impact and, in turn, reduce the environmental impact of our customers.

Our products are differentiated based on the metallurgy and physical properties of the metal and special characteristics that are required for particular end uses. We strategically choose to serve technically challenging applications for which we can deploy our core metallurgical and process technology capabilities to produce highly engineered aluminum mill products.



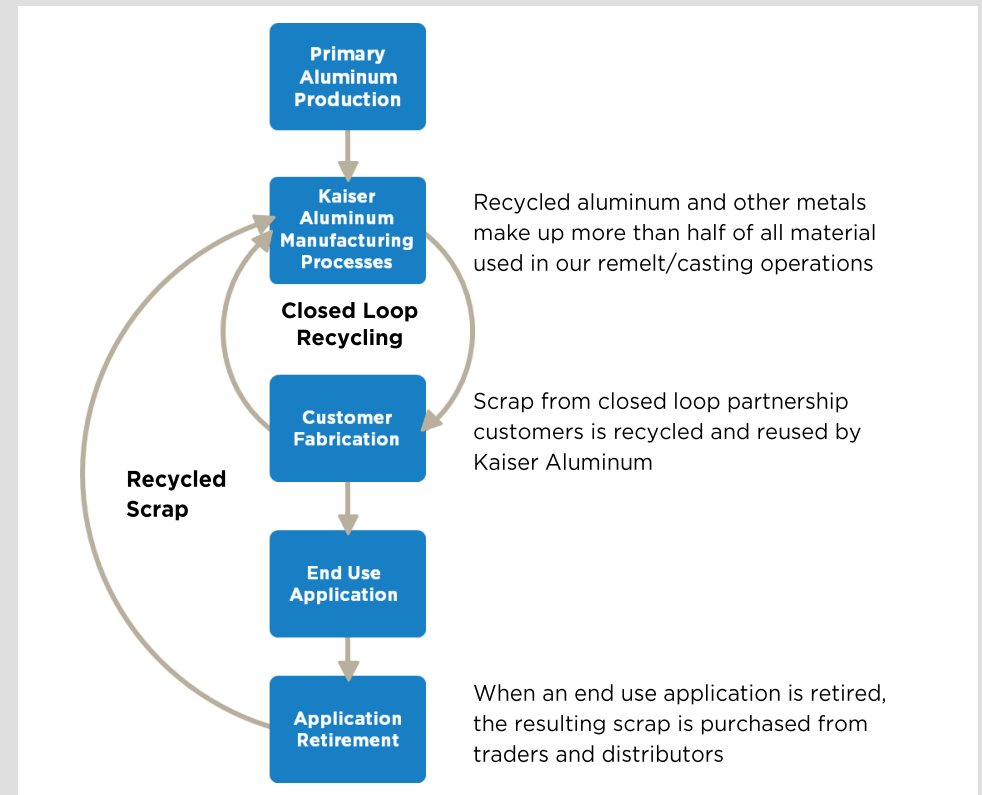


Use of Recycled Scrap

For many years, we have been using recycled aluminum, including painted scrap, in our manufacturing process and working to identify new sources of scrap and processes to reuse it. Recycling aluminum saves more than 90% of the energy that would be needed to create a comparable amount of the metal from raw materials. Our scrap includes scrap purchased from traders and distributors, as well scrap from customers and internal operations. A majority of the aluminum and other alloying metals we use is scrap.

Closed Loop Recycling

We utilize closed-looped manufacturing processes where any scrap generated in the production process is recycled.



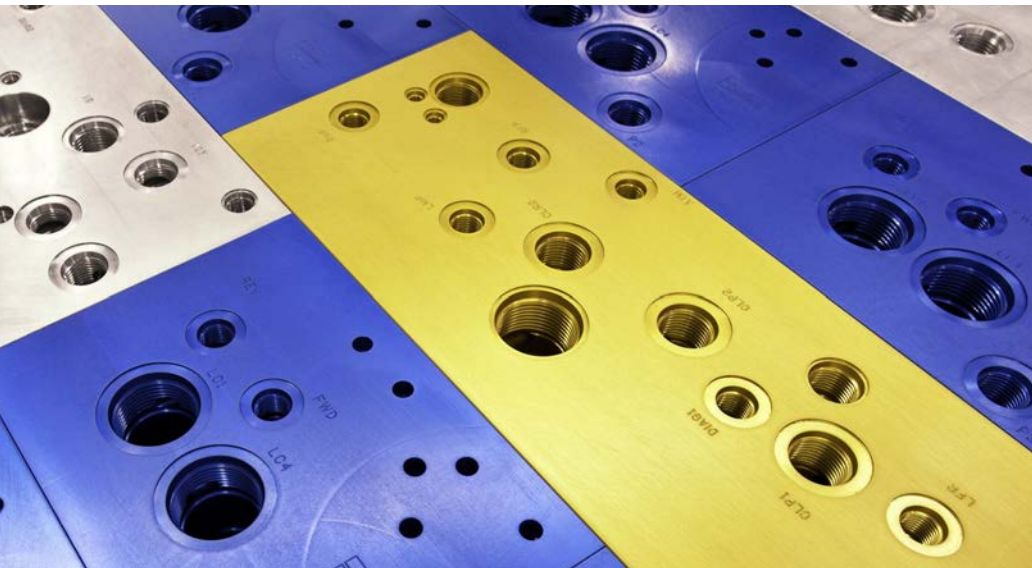
Supplier of Choice

“KaiserSelect® products have high productivity, less rejection and faster throughput.”

Hanieh Madadifar, Corporate Commodity Manager—Ducommun

We strive to be the supplier of choice by:

- Pursuing “Best in Class” customer satisfaction driven by quality, broad product offering, superior customer service and on-time delivery;
- Differentiating our product portfolio through our broad product offering and our KaiserSelect® products, which are engineered and manufactured to deliver enhanced



“For me, Kaiser’s Best in Class has come true.”

Greg Powell, Vice President, Material —AMI Metals, Inc.

- product characteristics with improved consistency, resulting in better performance, lower waste and, in many cases, lower production cost for our customers;
- Promoting continuous improvement facilitated by the Kaiser Production System (KPS), an integrated application of tools such as Lean Manufacturing, Six Sigma and Total Productive Manufacturing;
- Fostering innovation through our Centers for Excellence, dedicated research and development facilities focused on product performance enhancement and process elimination;
- Aligning customer satisfaction with executive compensation by incorporating quality (measured by no-fault claim rate) and delivery (measured by on-time delivery rate) performance in incentive compensation program; and
- Focusing on continuous improvement and investing for efficiency.

Manufacturing Excellence

Many of our products are used in safety critical applications. Accordingly, our customers have demanding standards for product quality and consistency that make it difficult to become a qualified supplier. Suppliers must pass a rigorous qualification process to sell to both airframe and automotive manufacturers and must also make significant investments in infrastructure and specialized equipment to supply products for these high strength applications.

Our enterprise-wide Kaiser Production System, a unique and integrated application of the tools of Lean Manufacturing, Six Sigma and Total Productive Manufacturing, underpins our continuous effort to produce superior quality products, reduce costs and deliver superior customer service through consistent, on-time delivery. Our internal technology networks bring together research and development and plant engineers. They drive manufacturing excellence by sharing aluminum processing expertise and best practices at the plant level. The areas of focus include product industrialization, recycling, casting, rolling, finishing, extrusion and reliability.



Innovation

We believe in constantly innovating to take advantage of aluminum's unique qualities and role in building a more sustainable economy. Our engineers, metallurgists and sales personnel work collaboratively with our customers to help solve challenging applications where product performance is critical. Our Centers for Excellence are devoted to product and process development within our production operations, focused on controlling the manufacturing process to improve product quality, ensure consistency, and enhance one or more specific product attributes. This has resulted in the creation and delivery of our highly differentiated KaiserSelect® product offering.



SPOKANE, WASHINGTON



**Center for Excellence:
Metallurgical Analysis**



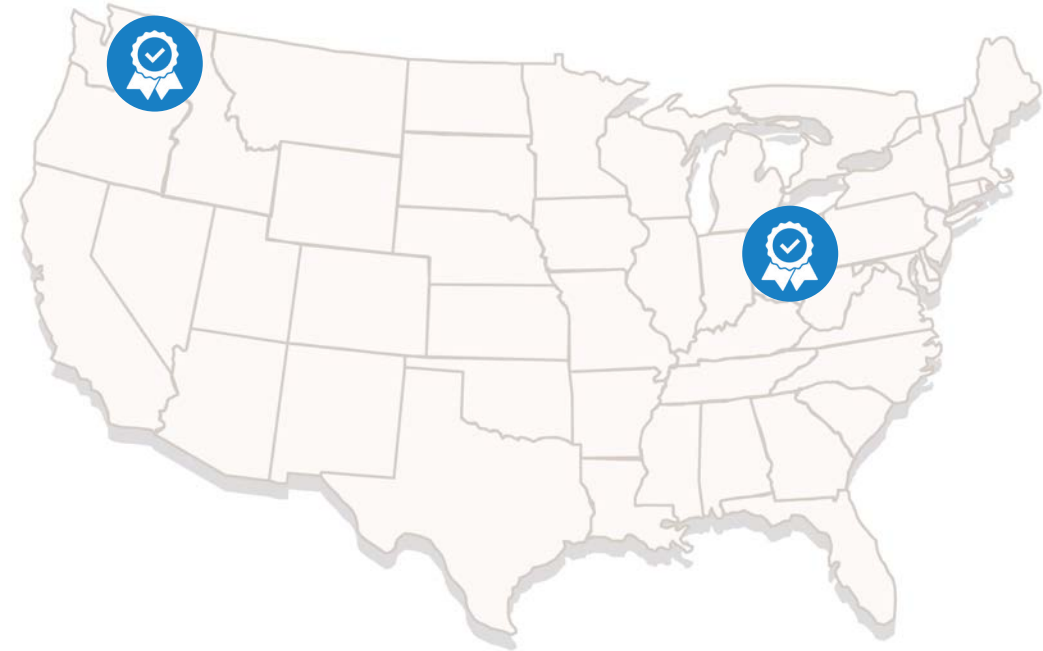
**Center for Excellence:
Rolling and Heat Treatment**



**Center for Excellence:
Solidification and Casting**



NEWARK, OHIO

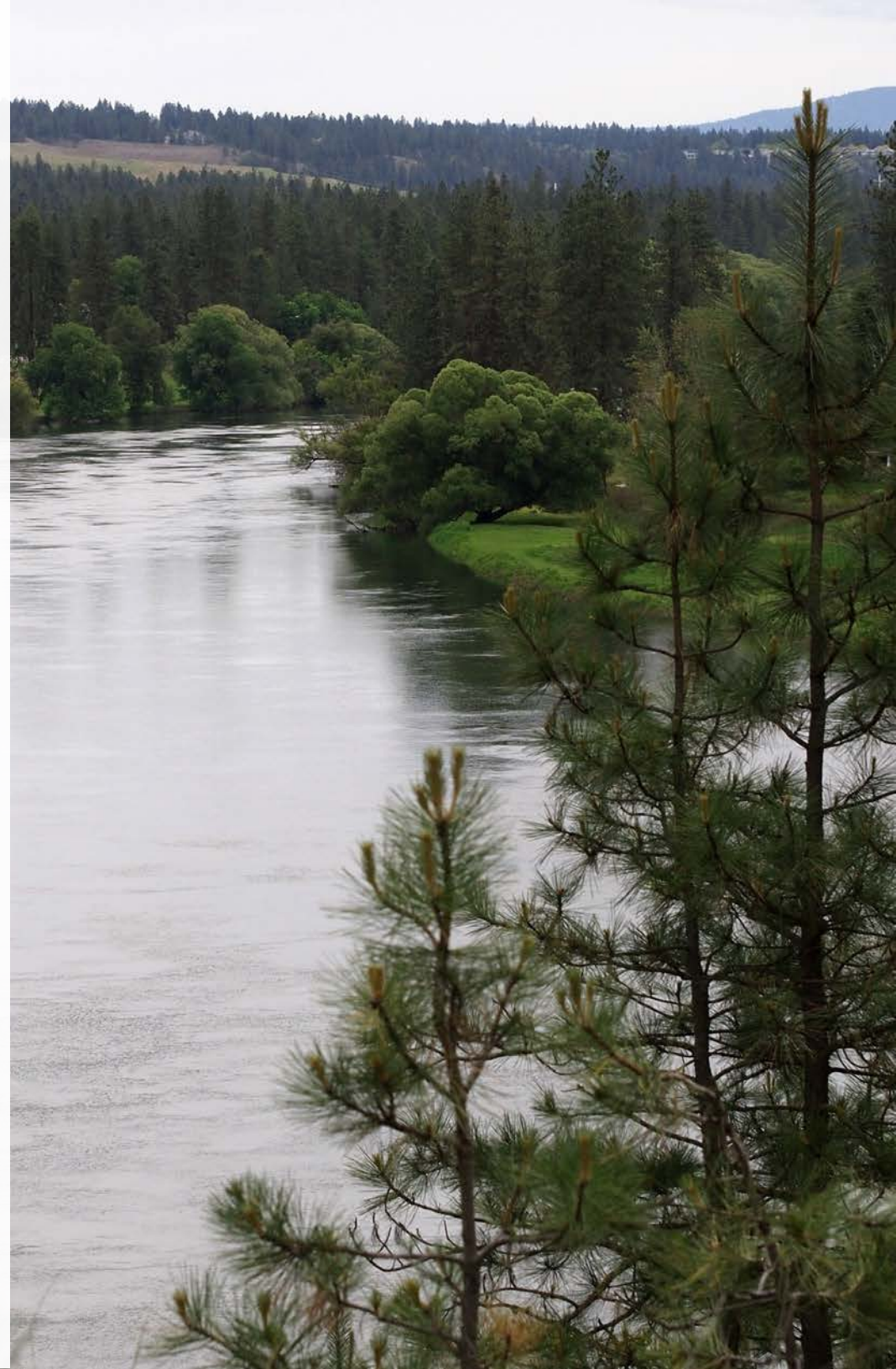


For more information on how we work collaboratively with customers to solve challenges, watch [The Material Matters](#) video on our YouTube channel.

ENVIRONMENT

Our efforts to achieve and maintain manufacturing efficiency and reduce environmental impact include:

- Significant investments in our business targeted to increase both manufacturing and energy efficiency and other lean manufacturing initiatives
- Significant reduction in carbon dioxide, electrical consumption and water usage per unit of production
- Increased use of scrap/recycled aluminum and closed loop programs to reduce waste and gain cost efficiency, including painted scrap at our Kalamazoo, Michigan facility



Environmental Focus and Initiatives

Kaiser Aluminum is committed to a sustainable world.



OUR INITIATIVES

- Optimizing the use of recycled scrap
- Pursuing increased use of closed loop or similar scrap programs
- Participating in customer light weighting to achieve greater fuel efficiency
- Continuing to invest to increase both process and energy efficiency
- Actively engaging in the State of Washington's Carbon Policy initiatives



OUR FOCUS

- Promoting the inherent sustainability and recyclability of our aluminum mill products
- Identifying opportunities where we can achieve energy cost savings and promoting the efficient use of energy and material resources to reduce our carbon footprint
- Developing new products, processes and capabilities that increase customer efficiency including our KaiserSelect® product offering
- Expanding our engagement with the United Steelworkers, BlueGreen Alliance and other environmental groups; Washington state government offices; office holders and agencies; and industry and business peers



An aerial photograph of a vast, dense forest of evergreen trees, likely spruce or fir, covering a large area. The trees are lush green and tightly packed, creating a textured canopy. The lighting suggests a bright day, with some areas appearing slightly brighter than others.

Environmental Management System

We require each of our facilities to comply with environment standard ISO 14001. Four of our facilities, including our largest facility in Spokane, Washington, are ISO 14001 certified and the balance of our facilities will be pursuing certification as we move forward.

Energy Conservation

Our manufacturing facilities require energy to cast, roll, extrude and recycle aluminum. Our goal is to reduce our energy consumption by investing in and improving our manufacturing efficiency, including identifying opportunities where we can achieve energy cost savings, promoting the efficient use of energy and material resources to reduce our carbon footprint, and continuing to invest to increase both process and energy efficiency. In fact, we include energy efficiency as one of the considerations for capital projects.

We rely primarily on natural gas to cast and extrude and electricity (which is predominantly from hydroelectric sources) to roll aluminum. Natural gas is also utilized in the aging and heat treating processes for our rolled products.

Over the years, we have continuously improved our energy efficiency. Our efficiency improvements can be attributed to:

- i) Our strategic investment in a new, state-of-the-art, highly efficient casting complex (DC-0) at our Trentwood facility in Spokane, Washington,
- ii) Capital investments to improve efficiency, including the establishment of the Kalamazoo, Michigan facility as a brownfield site, the implementation of a multi-year modernization project at the Trentwood facility, the conversion from the vertical heat treat process to the more energy efficient horizontal heat treat process, and the implementation of other energy focused investments,
- iii) Our continued replacement of less efficient equipment using electricity with more efficient equipment using natural gas, and
- iv) Operational execution focused on improving overall equipment effectiveness and recovery.

Front load melting furnaces and charge cars at our Kalamazoo casting facility conserve energy by reducing heat release.



While we will continue to review how we meaningfully measure our natural gas and electricity usage, as well as our carbon emissions, generally and across all our facilities, we currently measure energy consumption by product, as consumption can differ depending on the type of product produced, and utilize our 2010 energy consumption per product as our baseline for comparison, as we believe that the data for 2010 was

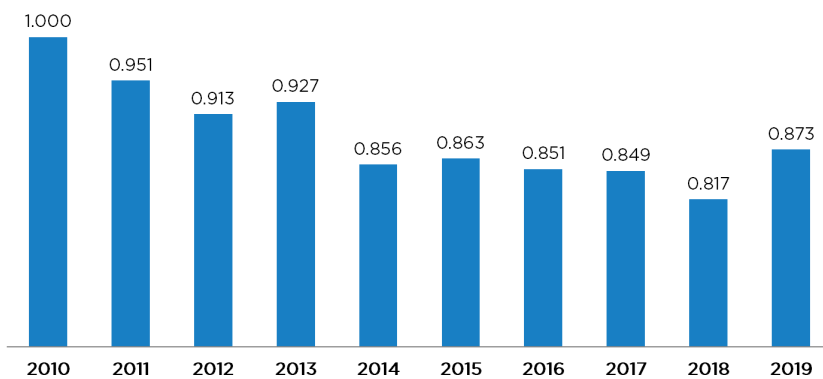
representative of our manufacturing operations and market conditions. The indices reflect the natural gas and electricity usage per product produced across seven of our manufacturing facilities, including our Trentwood facility in Spokane, Washington. Combined, these facilities represent approximately 85% of our total energy consumption.

Based on that methodology, although our natural gas and

electricity usage per product increased by approximately 3.1% and 4.3%, respectively, in 2019 compared to 2018 due to manufacturing inefficiencies related to the construction and downtime at the Trentwood facility and the transition of a number of automotive extrusion programs to new vehicle platforms, we have reduced our natural gas and electricity usage per product by approximately 9.1% and 14.8%, respectively, since 2010.

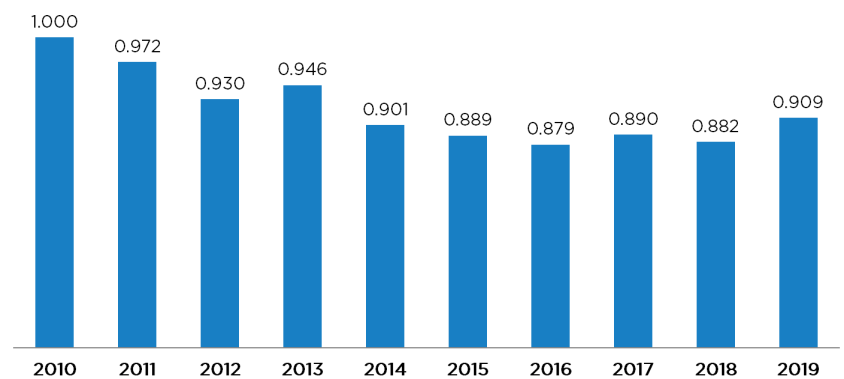
Electricity Usage Index

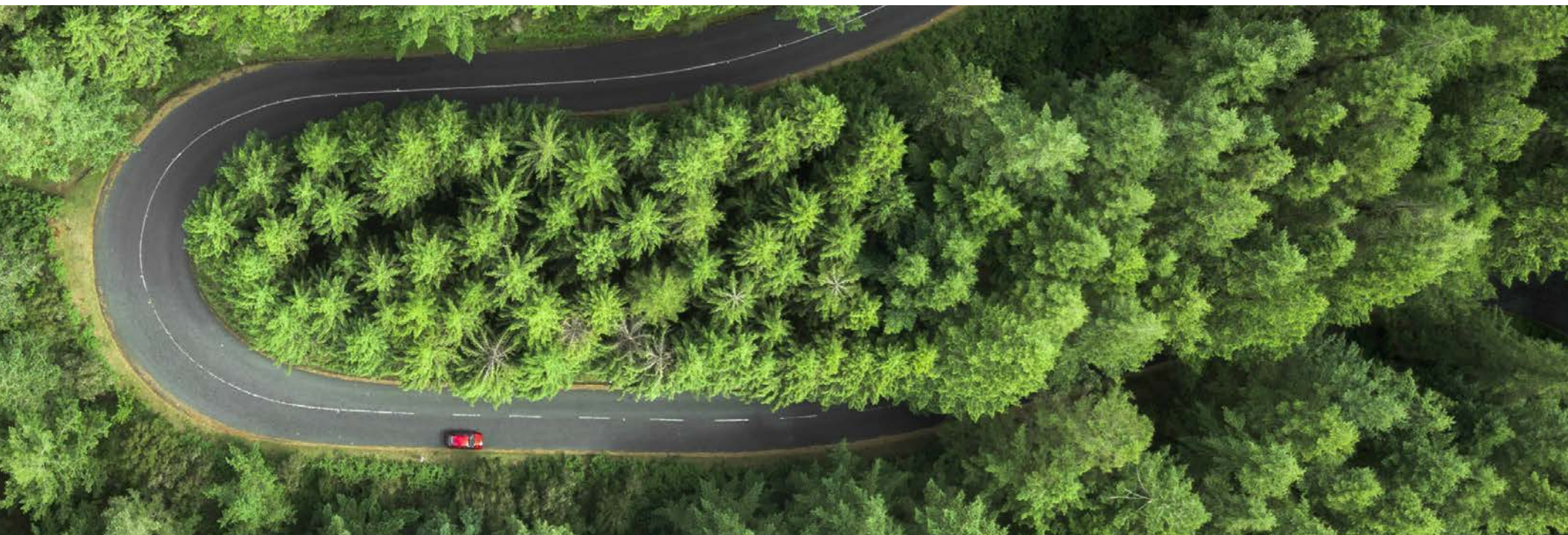
(2010 = 1.00)



Natural Gas Usage Index

(2010 = 1.00)





Carbon Emissions

Making a difference in the global marketplace through the products we produce and the end markets we serve, we participate in improving fuel efficiency and reducing carbon emissions by:

- i) Aerospace—making planes lighter, safer and better
- ii) Automotive—making vehicles lighter, greener and better
- iii) General Engineering—making products stronger, cleaner and better

Carbon emissions avoided by using and recycling aluminum and aluminum-based alloys are substantial relative to the emissions generated in the manufacturing phase because of the materials' light weight, infinite recyclability and other emissions-reducing benefits.

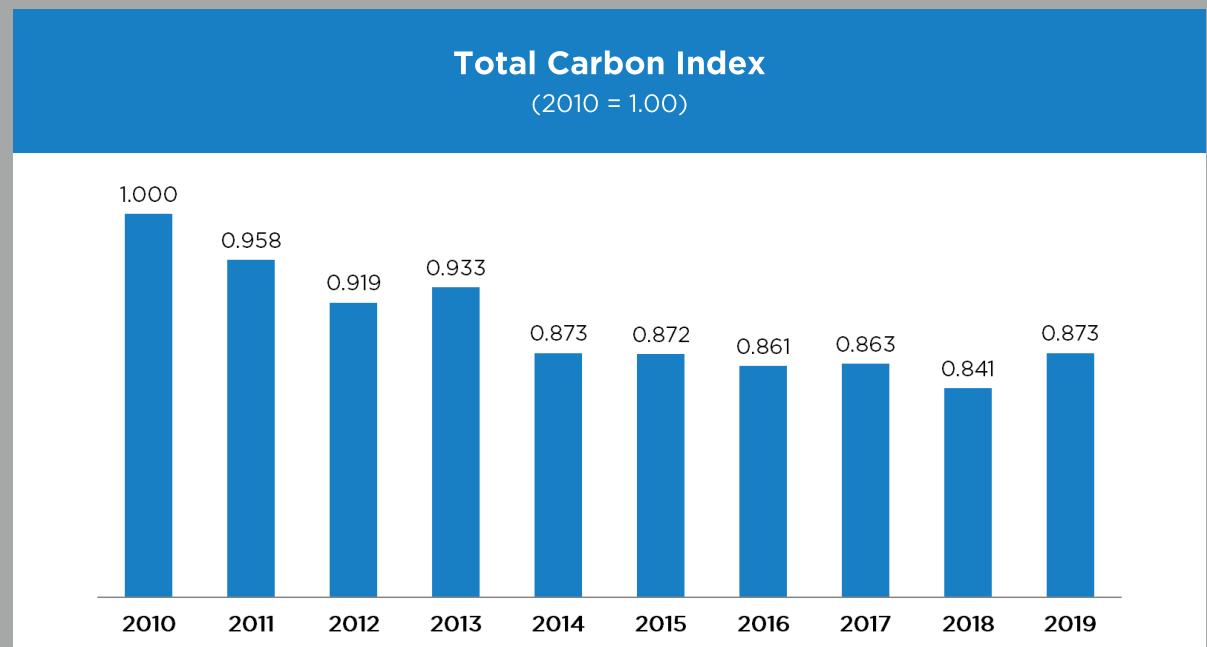
The information below reflects our natural gas and electricity usage for the seven manufacturing facilities translated into a carbon emissions index. The index reflects the national average of carbon emissions per one million British Thermal Units (mmbtu), although the grid providing the electricity used at our Spokane, Washington facility actually emits less carbon per mmbtu than the national average due to its use of hydroelectric power.

Since 2010, we have reduced our carbon emissions per product produced by approximately 12.7%. The reduction in carbon emissions is a direct result of our reduction in energy usage and further enhanced by our continued replacement of less energy efficient processes and equipment. With greater utilization of more efficient

equipment that utilizes natural gas, we emit less carbon per mmbtu compared to the older electricity driven processes and equipment.

As previously discussed, our natural gas and electricity usage per product increased in 2019 compared to our usage per product in 2018 due to manufacturing inefficiencies related

to the construction and downtime at the Trentwood facility and the transition of a number of automotive extrusion programs to new vehicle platforms. Correspondingly, our carbon emissions per product in 2019 also increased by 3.8% compared to our carbon emissions in 2018.





Case Studies



HOUSE MOTOR GENERATOR SET REPLACEMENT

Our new solid state rectifier systems at the Trentwood facility replaced three motor generator sets, supplying power to overhead cranes throughout the facility and providing the following benefits:

- Improved system efficiency resulting in a reduction in annual electricity usage of 3,200 MWh
- Decreased water discharge by reducing cooling water usage by 250,000 gallons per day
- Reduced maintenance cost
- Supported our water reduction plan



BRIGHTER, SAFER, LONGER

We replaced 497 lighting fixtures at our Trentwood facility consisting of 400W metal halide fixtures and 1,000W mercury-arc lamps with 175W LED fixtures. The LED fixtures also include occupancy sensors to further reduce the energy consumption. Benefits from this project include:

- Annual energy reduction of 1,900 MWh, resulting in greenhouse gas reduction of 618 tons CO₂ per year
- Increased light level from average levels of 10 to 15 foot-candles to 30 foot-candles
- Increased expected usage life from 20,000 hours to 100,000 hours
- Cost savings resulting from reduced energy consumption and maintenance requirement

Air Quality

Our manufacturing operations produce different types of air emissions depending upon the manufacturing process. Kaiser minimizes its emissions through process controls and a focus on improving manufacturing efficiencies by, among other things, reducing energy consumption. The greenhouse gas (GHG) intensity of our products is minimized through maximizing our process efficiencies through technologies such as heat recovery from combustion exhaust gases.



Water Consumption

We understand that water is not just an essential component of a number of manufacturing processes, it is a critical resource for the world. We lessen our impact on local water supplies by minimizing consumption and reusing as much as feasible what we draw from local sources.



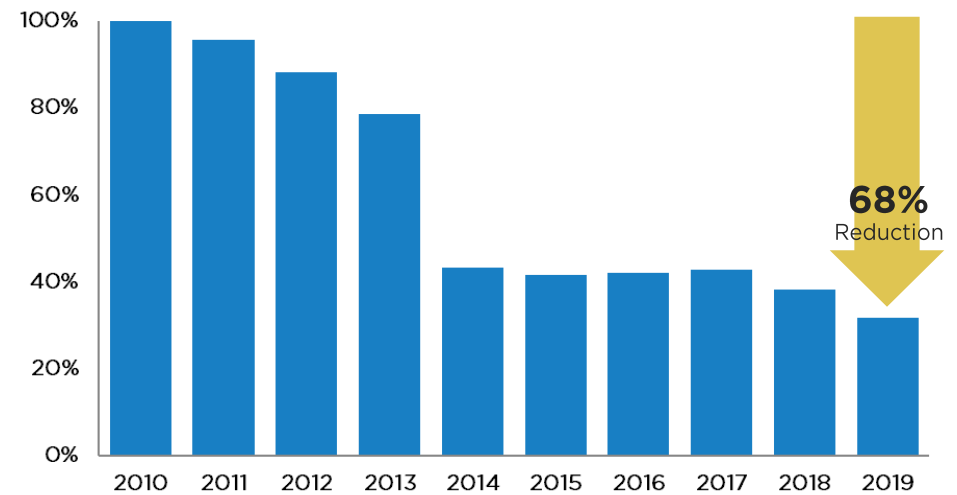
TRENTWOOD WATER DISCHARGE PROGRAM

The Trentwood facility in Spokane, Washington is our largest manufacturing facility. Reducing any impact of our operations to the Spokane River is a critical component to our sustainability, which is a key driver in our strategy to be a valued corporate citizen, preferred employer, preferred supplier, and preferred investment. Since 2005, we have invested over \$390 million at the Trentwood facility to improve efficiency, increase capacity and capability and enhance product quality. Our conversion from water-cooled equipment to air-cooled equipment and continued capital investment to improve manufacturing efficiency have all contributed to the reduction in water usage and discharge. Between 2010 and 2019, we have reduced water discharge to the Spokane River by approximately 56% and water usage per pound of aluminum produced by approximately 68%.

The chart to the right reflects our water usage intensity from 2010 through 2019.

Water Usage Intensity—Indexed to 2010

(Gal / packed lb.)





Waste Management

Manufacturing creates waste byproducts. Our primary responsibility as environmental stewards is to eliminate or minimize these waste products. For waste products that are generated, we pursue alternative uses and recycling options and effectively manage the proper disposal of what remains. We give priority to higher-volume waste and waste that has the potential to significantly impact the environment.

Dross, which forms in aluminum melting furnaces when molten metal becomes oxidized, is a large volume by-product for us but we reprocess 100% of this material to recover the aluminum content. We continue to evaluate other large-volume waste streams for reuse and recycling opportunities.



REACH

The European Union's Registration, Evaluation, Authorisation and Restriction of Chemicals ("REACH") regulation aims to improve the protection of human health and the environment through better and earlier identification of the intrinsic properties of chemical substances. It places responsibility on industry to manage the risks from chemicals and provide safety information on the substances. It also calls for the



progressive substitution of the most dangerous chemicals when suitable alternatives have been identified.

While we do not manufacture chemicals, we use them in our production processes either directly or as ingredients in other products that we use. Our internal team works with each of our facilities to ensure we are adhering to REACH requirements and actively seeking substitutions for chemicals that the regulation deems substances of very high concern. This can be challenging, as substitute substances ideally should not impact process efficiency or product quality and properties. We work closely with our customers to validate a new substance before making a permanent substitution.

Stakeholder Engagement

We regularly engage with key stakeholders, including customers, suppliers and industry organizations, to stay abreast of sustainability opportunities, risks and emerging trends. To stay engaged with our industry peers and other important stakeholders, we participate in a number of association groups and membership organizations. We are actively engaged with the following groups:

- Aluminum Association
- Metals Service Center Institute
- BlueGreen Alliance
- Washington Business Associations
- The Alliance for Jobs and Clean Energy
- Environmental NGOs
- Council of Institutional Investors
- The Conference Board

RESPONSIBLE BUSINESS PRACTICES

We promote fair business practices and a culture of accountability, responsibility and ethical behavior through:

- Strong emphasis on the importance of integrity and competence to leadership, character and culture
- Encouraging the reporting of illegal or unethical behavior, including the use of In-Touch, a third party reporting program
- Conducting annual governance surveys to assess our culture and the effectiveness of our training
- Adopting and enforcing our corporate governance guidelines, our code of business conduct and ethics, and compliance with applicable laws and regulations



Corporate Governance

The business and affairs of our Company is overseen by a highly engaged and independent Board of Directors diverse in perspective and background. Our corporate governance practices are designed to align the interests of our Board and management with those of our shareholders and to promote honesty and high integrity throughout the Company. Our Board is led by a strong Lead Independent Director empowered with the authority to ensure that management is accountable and effective in executing its duties on behalf of all our shareholders and best positions Kaiser Aluminum for long-term sustainability and success. In connection with the execution of our CEO succession plan in July 2020, we separated the roles of our CEO and the Chairman of the Board.

JACK A. HOCKEMA EXECUTIVE CHAIRMAN

Our Board meets regularly in executive session without members of management present, and each standing Committee of the Board meets in executive sessions regularly. Our Directors are also invited to attend the meetings of Committees of which they are not members. Our Directors have full access to our officers, employees and advisors. We believe the full access ensures that our Directors are well-informed while also allowing the independent Directors to function as a body distinct from management.

Our Board is committed to continuous improvement:



- We routinely review and benchmark against best practices and trends to ensure that we understand opportunities and differences
- We have a robust, multi-tiered evaluation process, which consists of annual reviews at the Board, Committee and individual Director levels with internal or external resources
- We conduct an annual corporate



ALFRED E. OSBORNE JR. LEAD INDEPENDENT DIRECTOR

governance survey of management and non-management employees in order to monitor the internal perception around a broad range of topics including the control environment, risk mitigation and management, the use of technology, Company values and the overall “tone at the top”

Our culture and focused strategy is embedded throughout the organization, creating strong commitment within the Company.



For more information, visit the [Corporate Governance](#) page on our website.

Committed to Strong Corporate Governance

2020 GOVERNANCE PRACTICES

- 10 out of 12 Board members are independent
- Separate CEO and Chairman roles
- Strong independent lead Director
- Highly engaged and diverse Board with a unique set of skills and experiences
- Directors limit their outside Board obligations to ensure accessibility
- Majority voting standard in uncontested Director elections
- Equity ownership and retention requirements for executives
- Annual formal Board and Committee assessments and evaluations



Collective Board Qualifications	
Public Board of Directors Experience	Economic, Regulatory and/or Policy
Leadership/Management	Financial/Investment
Industry-Specific	Diversity
Labor / Talent Management and Development	International Industrial

ROBUST, MULTI-TIERED BOARD AND COMMITTEE ASSESSMENT PROCESS

- Board and Committee assessments are conducted annually with internal and/or external resources
- Our Lead Independent Director conducts an additional performance review of individual Directors
- Evaluation process is further strengthened through small group and/or individual interviews conducted by a member of senior management
- Continued focus on identification of critical Board skills and succession planning
- The effectiveness of Board and Committee assessment processes is reviewed annually

Board of Directors

Our Board is highly independent, engaged and diverse in perspective and background. This structure underscores our belief that the Company is best served when it can draw from members with a variety of perspectives to exercise strong and experienced oversight. We have a policy of encouraging diversity of gender, ethnicity, age and background, as well as a range of tenures on the Board to ensure both continuity and fresh perspectives among our Director nominees. Our Board of Directors is 33% ethnic or gender diverse and 83% independent.

Kaiser Aluminum has been a recipient of the 20/20 Women on Boards Winning “W” Award for the eighth consecutive year.

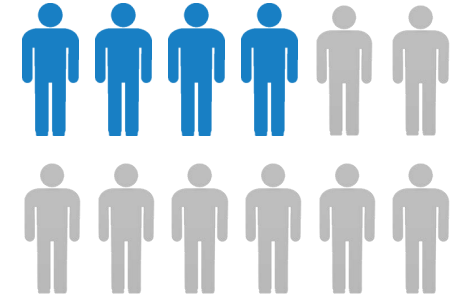
Independent

83%



Ethnic or Gender Diverse

33%



For more information, visit the [Board of Directors](#) page on our website.



Board of Directors

DAVID FOSTER



Distinguished Associate of Energy Futures Initiative; Former Senior Advisor to office of the Secretary of the U.S. Department of Energy; Founding Director, BlueGreen Alliance

COMMITTEES: Nominating and Corporate Governance, Talent Development

LEO W. GERARD



Retired International President, United Steel, Paper and Forestry, Rubber, Manufacturing, Energy, Allied Industrial and Service Workers International Union, AFL-CIO, CLC (formerly known as the United Steelworkers of America, AFL-CIO, CLC); Co-founder, BlueGreen Alliance

COMMITTEE: Talent Development

KEITH A. HARVEY



**PRESIDENT AND CEO,
KAISER ALUMINUM**

Former President and COO, Kaiser Aluminum

COMMITTEE: Executive

L. PATRICK HASSEY



Retired Chairman & CEO, Allegheny Technologies; Former EVP, Alcoa

COMMITTEES: Compensation, Talent Development

JACK A. HOCKEMA



EXECUTIVE CHAIRMAN

Retired CEO, Kaiser Aluminum

COMMITTEES: Executive (Chair)

EMILY LIGGETT



Strategy consultant and business advisor; Former President and CEO, NovaTorque; Former President and CEO, Apexon

COMMITTEES: Audit, Talent Development

Board of Directors

LAURALEE E. MARTIN



Retired President & CEO, HCP, Inc.; Former CEO, Jones Lang LaSalle (Americas Division)

COMMITTEES: Audit (Chair), Compensation, Executive, Talent Development

ALFRED E. OSBORNE JR., PhD



LEAD INDEPENDENT DIRECTOR

Senior Associate Dean; former Interim Dean, UCLA Anderson School of Management

COMMITTEES: Executive, Nominating and Corporate Governance (Chair)

TERESA M. SEBASTIAN



President & CEO, Dominion Asset Group; Adjunct Professor at University of Michigan Law School and Vanderbilt Law School; Former Senior Vice President, General Counsel, Corporate Secretary and Internal Audit executive leader of Darden Restaurants, Inc.

COMMITTEES: Audit, Nominating and Corporate Governance

DONALD J. STEBBINS



Retired President & CEO, Superior Industries International, Inc., Former Chairman, President & CEO Visteon Corporation and Former President & COO Lear Corporation

COMMITTEES: Compensation (Chair), Executive, Nominating and Corporate Governance

THOMAS M. VAN LEEUWEN



Retired; Former Director (Metals & Mining Equity Research), Credit Suisse First Boston & Deutsche Bank; Former VP (Equity Research), Lehman Brothers

COMMITTEES: Audit, Compensation, Nominating and Corporate Governance

BRETT WILCOX



CEO, Cvicetus; Former President & CEO, Summit Power Alternative Resources; Former CEO, Golden Northwest Aluminum

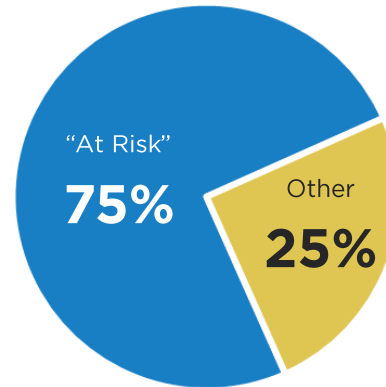
COMMITTEES: Audit, Compensation, Executive, Talent Development (Chair)

Compensation Best Practices

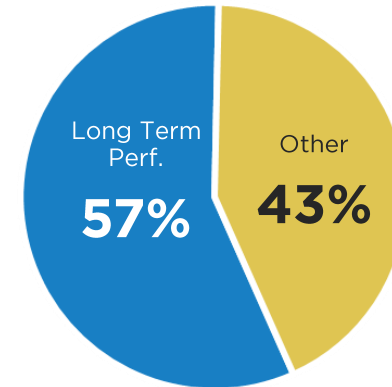
We apply thoughtful compensation practices within our program to:

- Motivate management to achieve consistent, long-term growth
- Create alignment between our senior management and shareholders
- Enhance stockholder value and preclude the taking of excessive risk

FISCAL YEAR 2019
CEO COMPENSATION



FISCAL YEAR 2019
TARGET CEO COMPENSATION
TIED TO LONG-TERM PERFORMANCE



Align pay and performance by linking a significant portion of total compensation to Company performance



Balance both short-term (one-year) and long-term (three-year) performance across our incentive programs



Enhance retention with time-based, three-year cliff vesting schedule for RSU awards



Subject vesting of a majority of long-term incentive awards to challenging performance targets over a three-year period



Maintain rigorous stock ownership guidelines



Maintain a clawback policy for equity and cash awards



Cap payouts for awards under both our short and long-term incentive plans



Independent compensation Committee consultant

Alignment of Strategy, Performance and Executive Compensation

Our 2019 executive compensation programs continued to be thoughtfully structured to drive key strategic goals, support the achievement of our financial targets and strategic objectives and ensure that the interest of our executive officers and our stockholders remain aligned. We incorporate relative total stockholder return and economic value added metrics into our equity-based long-term incentive plan. We use adjusted earnings before interest, taxes, depreciation and amortization in our short-term incentive plan to create a financial incentive for achieving or exceeding our financial performance goals. We also use safety, quality, delivery and cost performance as modifiers in our short-term incentive plan to emphasize the value we place on employee safety and customer satisfaction. Our focus on effective cost management is reflected in our use of manufacturing cost efficiency as a modifier in our short-term incentive plan and total cost performance as a metric in the long-term incentive plan.

2019 Compensation Program Principal Elements			
Element	Form	Objective	Performance Metrics
Base Salary	Cash	<ul style="list-style-type: none"> Provide competitive, fixed compensation upon which our NEOs can rely 	
Short-Term Incentives	Cash	<ul style="list-style-type: none"> Create financial incentive for achieving or exceeding Company performance goals 	Adjusted EBITDA ¹ Modifiers for safety, quality, delivery, cost and individual performance
Long-Term Incentives	Restricted Stock Units	<ul style="list-style-type: none"> Create financial incentive for continued employment with our Company through three-year cliff vesting 	
	Performance Shares	<ul style="list-style-type: none"> Create financial incentive for achieving or exceeding long-term performance goals 	<ul style="list-style-type: none"> 60%: Relative TSR vs. peer companies in the S&P 600 SmallCap Materials Index 40%: Total controllable cost performance

Short-Term Incentive Plan Modifiers



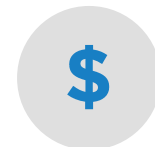
Safety



Quality



Delivery



Cost

¹ Based on return on net assets (excluding cash) using our adjusted pre-tax operating income

Stockholder Engagement

We value stockholder views and insights and believe that accountability to stockholders is an essential component of good governance. We engage in ongoing, proactive discussions of a variety of topics, including our strategy and performance, business operations, capital allocation and corporate governance matters, with significant stockholders throughout the year. Such discussions are held year-round and include our Chief Executive Officer and Chairman of the Board and/or other members of senior management. In addition to providing our perspective and seeking feedback on topics specific to our Company, we invite discussion on any other topics or trends stockholders may wish to discuss with us. The feedback provided by stockholders is reported to the full Board of Directors. The Board of Directors reviews the

feedback and determines whether additional discussion and actions are necessary by the full Board or any Board Committees.

In 2019, in addition to interactions regarding our financial performance, we engaged with stockholders representing approximately 55% of shares outstanding on matters relating to our long-term business strategy and performance, corporate governance, executive compensation and corporate responsibility. In addition, we utilize investor surveys to provide us with additional insight into the perceptions of our broader investor-base, across a wide range of topics. This information is also reviewed by members of our senior management and the full Board of Directors.



Code of Ethics and Business Conduct

Our ethical performance and integrity are inextricably tied to our corporate reputation and, ultimately, our business success. Our Code of Ethics and Business Conduct defines the standard of behavior we expect from our employees.

All of our salaried employees are required to take our code of conduct training annually. Additionally, we conduct code of conduct training at in-person meetings and provide on-line training on specific compliance topics, such as anti-bribery, securities trading, and Regulation Fair Disclosure.

In addition to our Code of Ethics and Business Conduct, we maintain policies that guide our business conduct and ethical behavior. We comply with all applicable laws with respect to human rights, including applicable laws relating to human trafficking, forced and compulsory labor and child labor.

Our employees are encouraged to discuss any concerns with their manager, human resources representative or legal representative. Employees are required to promptly report known or suspected violations, and we do not allow retaliation for good faith reports of possible misconduct.



To view our Code of Ethics and Business Conduct, visit the [Corporate Governance](#) page on our website.

InTouch – Our Corporate Compliance Feedback Program

Our compliance feedback program, InTouch, is designed to allow employees and others to make a confidential/anonymous report of issues that they believe may potentially be in violation of Kaiser Aluminum’s Code of Ethics and Business Conduct or any laws or regulations related to Company operations without fear of retaliation and report issues or suspected issues.

The InTouch program is administered by an independent firm retained by Kaiser and is available 24 hours a day, 7 days a week. The call or e-mail to InTouch can remain anonymous, but the concern will be heard.

InTouch can be contacted in one of two ways:

- By telephone — 1-866-204-9793
- By e-mail – info@getintouch.com

Annual Governance Survey

We conduct an annual corporate governance survey of management and non-management employees in order to monitor the internal perception around a broad range of topics including the Company’s control environment, risk mitigation and management, the use of technology, Company values and the overall “tone at the top.” Survey results are reviewed with the full Board.

Conflict Minerals

In August 2012, the United States Securities and Exchange Commission (the “SEC”) issued final rules implementing the provisions of Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act (the “Dodd-Frank Act”). Section 1502 of the Dodd-Frank Act imposes new reporting requirements on companies who manufacture, or contract to manufacture, products that uses Conflict Minerals, which is defined as cassiterite (from which tin is derived), columbite-tantalite (coltan, the mineral from which tantalum is extracted), gold, wolframite (from which tungsten is derived), and any other minerals determined by the Secretary of State to be financing the conflict in the Democratic Republic of Congo and its adjoining countries, including the Republic of Congo, the Central Africa Republic, South Sudan, Zambia, Angola, Tanzania, Burundi, Rwanda and Uganda (collectively, the “DRC Countries”). Compliance with this policy

facilitates our ability to comply with the Dodd-Frank Act and our SEC reporting requirements.

We will only purchase materials that do not contain Conflict Minerals (including tin, tantalum, gold or tungsten) originating from the DRC countries. In support of our policy on Conflict Minerals, suppliers are expected to supply Kaiser Aluminum materials that do not contain Conflict Minerals originating from the DRC Countries. Any supplier that supplies us with materials that contain Conflict Minerals must provide Kaiser Aluminum with a certification that the minerals do not originate from the DRC countries. In the event we determine that a supplier’s efforts to comply with this policy have been deficient and the supplier fails to cooperate in developing and implementing reasonable remedial steps, we reserve the right to take appropriate actions including terminating any contractual commitments with, and discontinuing purchases from, the supplier.

Human Rights Policy

We adopted a Human Rights Policy in August 2020. We believe respecting human rights is a fundamental part of our values and corporate responsibility. Our Human Rights Policy is consistent with our Code of Business Conduct and Ethics and reiterates our commitment to:

- Community engagement,
- Diversity, inclusion and prohibition of harassment,
- Freedom of association,
- Employee health and safety,
- Freedom of engagements,
- Rights of children and young workers, and
- Supply chain compliance.

Compliance

We are committed to conducting our business activities in a manner that respects human rights and is in compliance with applicable local, national and international laws and regulations related to the protection of human rights, including the prohibition of human trafficking and compulsory labor. We strictly prohibit our employees from engaging in activities that violate laws, regulations or our corporate policies.

PEOPLE AND COMMUNITIES

Our talented workforce is a key factor underlying our success. We are committed to treating our employees with dignity and respect. We strive to be the employer of choice by:

- Providing equal opportunity employment and a non-discriminatory workplace
- Protecting the health and safety of our employees
- Developing and empowering our employees
- Maintaining a positive and constructive relationship with labor unions of which our employees are members
- Significant participation in employee directed community and charitable outreach, including charitable contributions and donations of materials used in college and university student competitions



Workplace Health and Safety

SAFETY

We believe employee safety begins with a strong and consistent tone at the top through our executive leadership with oversight provided by our Corporate Health and Safety team, led by our Chief Legal/Compliance Officer. To help us achieve and maintain a strong safety culture, we have robust compliance and assessment programs and we partner with the United Steelworkers and various industry groups, including the Aluminum Association, to share and identify best practices. We use both internal and external resources to assess our compliance with regulatory and internal standards, providing training, performing risk assessments, audits, loss control inspections and developing mitigation strategies with particular emphasis on risks with a greater potential for severe injury. We stress risk awareness and job safe practices and engage our employees in

conversations about safety and safety training using a variety of communication channels, including one on one communications.

Every employee at every level

throughout the organization is responsible to guard against workplace injuries by recognizing risks and taking actions to minimize injuries. Risk reduction is a key initiative at each of our facilities and




part of our annual planning process and we are committed to nurturing a culture consistent with being a preferred employer. In addition, safety modifiers requiring demanding safety performance are included in each of our short-term incentive compensation plans, including the corporate plan applicable to each of our executive officers and members of senior management.

Internally we use a number metrics to assess and measure our safety performance, including lagging indicators like total case incident rate (“TCIR”), lost-time case incident rate (“LCIR”) and near misses and leading indicators. The leading indicators we use include internal and third party audits and assessments, calibration of compliance with our safety road maps and programs (which include training, observations and hazard identification), and the identification and monitoring of safety improvements in our high hazard areas to ensure both compliance

and that proper progress is being made in areas we have identified as priorities. Our contractor management system also includes pre-qualification and behavior observations to ensure that we are not employing or empowering at risk work on our sites during projects.

It is important to us that every one of our Kaiser team members returns home safely each day. In 2019, our TCIR and LCIR performance improved 25% and 34%, respectively compared to our performance in 2018 and improved



45%

**Total Case Incident Rate (TCIR)
reduction over since 2010**



74%

**Lost-time Case Incident Rate (LCIR)
reduction since 2010**

45% and 74%, respectively compared to our performance in 2010.

These improvements are a testament to our operations leaders taking responsibility for setting the standard, being the standard, and holding the line in pursuit of best in class safety performance. By aligning safety with our continuous improvement philosophy, preliminary 2020 results for TCIR and LCIR continue to improve year over year.

HEALTH

The key health risks within our operations are musculoskeletal disorders, noise and chemical substances. We continue to identify and reduce ergonomic risks through our focus on continuous improvement initiatives including project design reviews that target the elimination or reduction of ergonomic stressors. We monitor and measure our workplace chemical exposures to insure we are below all established

limits and continually look for opportunities to acquire less harmful substances. Occupational noise exposures are eliminated or reduced during project design reviews or addressed in existing operations when feasible by applying engineering controls. Additionally, a comprehensive hearing conservation program is incorporated throughout the Company to prevent and monitor occupational noise exposures.



Employee Wellness

In recent years we have implemented a process on a Company-wide basis to increase awareness of the importance of employee wellness. We have introduced a number of programs to educate and assist employees to make healthy lifestyle choices and have offered incentives and discounts to encourage participation across the organization. During the year, we have increased our:

- Annual onsite health biometric screenings,
- Employee assistance program, providing confidential assistance with healthcare issues and the healthcare system, including crisis and emergency help,
- Smoking/tobacco cessation program,
- Internal, as well as third party, online wellness workshops, including workshops on nutrition and fitness, and
- Wellness coaching.

72%

Percentage of salaried, non-represented employees who participated in 2019 wellness activities

47%

Percentage of salaried, non-represented employees who completed all 2019 recommended wellness activities

61

Available Kaiser University online courses on wellness-related topics



Talent Development

Kaiser Aluminum is a learning organization committed to incorporating on the job training and development, through the Kaiser Leadership Program, Kaiser University, Front Line Leader Development, Metallurgy Excellence, Skilled Trades Development and through internal and external resources provided to

our employees and next generation leaders and we continue to expand our talent management initiatives to pursue the significant long-term potential for Kaiser's continued success.

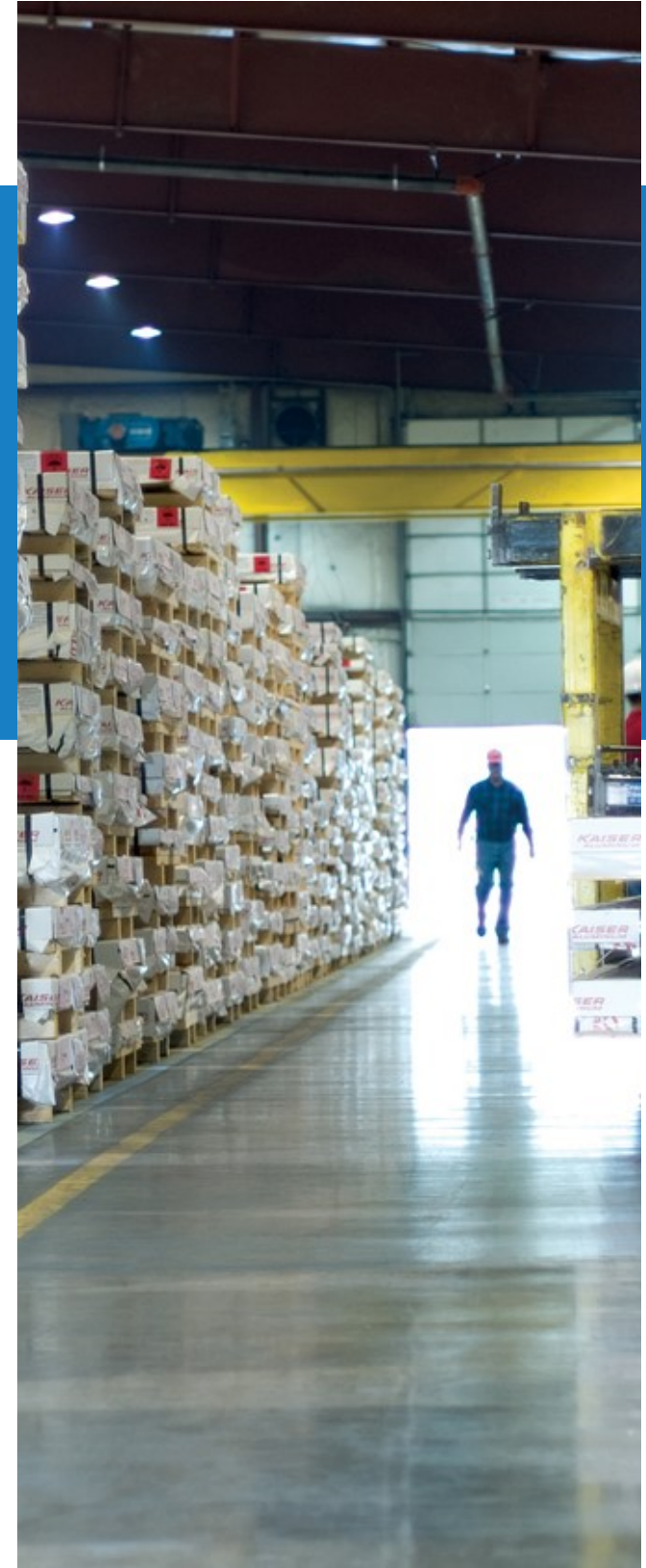
Our success is dependent on the knowledge, skills and abilities of our current and future leaders.

KAISER LEADERSHIP PROGRAM

The Kaiser Leadership Program is a full year program that accelerates the readiness of key talent and combines personalized leadership development and Kaiser-management system focused curriculum with a unique opportunity to build relationships with an internal network of leaders across locations and functions. The program blends classroom, online modules, and live web events using a cohort model to deliver a flexible, convenient learning environment and includes training and mentoring conducted by the Thayer Leader Development Group at West Point. The fourth cohort of the Kaiser Leadership Program graduated at the end of 2019 and was recognized for their accomplishment at the annual management meeting in early 2020.

FRONT LINE LEADER DEVELOPMENT

The Front Line Leader Development Program is a six month program that strengthens organizational performance through ethical, effective, and sustaining tactical leadership for both new and experienced front line supervisors. The program uses a cohort model to encourage collaboration and team-building and to ensure accountability, facilitated group discussions, and effective best practice sharing. Initially rolled out in early 2019 at our Trentwood, Washington facility, the Front Line Leader Development program has since been rolled out at our Newark, Ohio and Alexco (Arizona) facilities. Rollouts at additional facilities are included in our strategic planning process.



KAISER UNIVERSITY

Kaiser University is our web-based learning and development platform offering a catalog of thousands of on-demand courses to employees across a broad range of topics including metallurgy, maintenance, health & safety, Lean Six Sigma, business and computer skills and Kaiser Aluminum policies.

8,595

Number of Kaiser University course completions in 2019

EXTERNAL TALENT DEVELOPMENT RESOURCES



METALLURGY EXCELLENCE

The Metallurgy Excellence Program provides a mentor-centric professional development program for Kaiser's talented metallurgical professionals providing opportunities for metallurgists to partner with industry icons while helping Kaiser keep its competitive advantage.

SKILLED TRADES DEVELOPMENT

The Skilled Trades Development initiative enables participating Kaiser sites to evaluate and build trade skills, in alignment with industry-wide standards, to attract, retain and motivate skilled talent that meets the unique needs of the location.



KAISER LEADERSHIP PROGRAM 2019 GRADUATES



For more information, visit the [People / Communities](#) page on our website.

Labor Relations

Approximately 62% of our employees are represented by labor unions under labor contracts with varying durations and expiration dates. Employees at Trentwood and our Newark, Ohio facility are represented by the USW under a single contract that extends through September 2020, and in late 2019, the employees ratified a new labor agreement which is effective October 1, 2020 and extends through September 30, 2025.

Union representatives are an important part of our business and play an important role in our safety performance and improvement efforts. To foster and maintain open communication and constructive relationships, we conduct



regular meetings with union representatives and have safety committees with union representation.

We have a Director Designation Agreement with the USW under which the USW generally has the right to designate the minimum number of Director candidates necessary to ensure that, assuming the nominated candidates are elected by our stockholders, at least 40% of the members of our Board of Directors have been nominated by the USW. Current members of our Board of Directors that have been nominated by the USW are David Foster, Teresa Sebastian, Leo Gerard and Brett Wilcox.

We engage with and make contributions to the BlueGreen Alliance, a partnership between labor unions and environmental organizations.



**DAVID
FOSTER**



**LEO
GERARD**



**TERESA
SEBASTIAN**



**BRETT
WILCOX**

Community Engagement

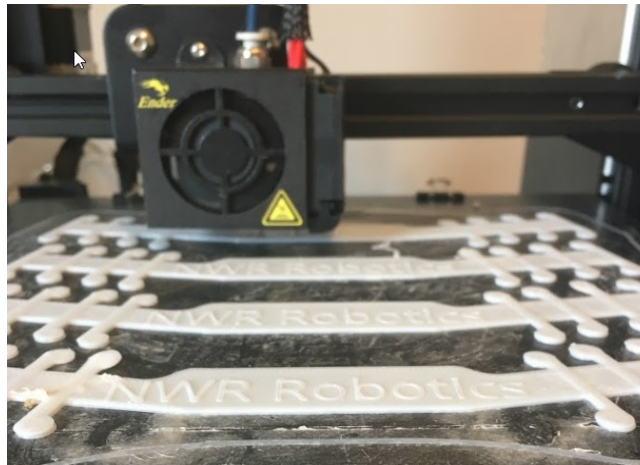
We believe being a responsible and valued corporate citizen includes being active members of our industry and the communities in which we operate.

In addition to providing employment, we invest in our local communities through contributions to local charities and organizations in our communities (including significant participation in employee directed community

and charitable outreach), donations of materials used by college and university student competitions, and sponsorship of various events from luncheons and galas to trainings and networking functions. We also award scholarships to children of our employees who demonstrate a balance of academic achievement, leadership and civic involvement.

IMT DONATED 3D PRINTERS TO MAKE FACE SHIELDS FOR FRONTLINE HEALTHCARE WORKERS

Imperial Machine & Tool Co., one of our subsidiaries, donated ten 3D printers to North Warren Regional High School's robotics team for use to create hundreds of face shields and redesigned mask head straps for frontline healthcare workers. Nearly 2,000 face masks and 3,000 to 4,000 redesigned mask head straps were delivered to medical facilities in New Jersey, Pennsylvania and California.





EDUCATION

In 2019, the Kaiser Aluminum Education Scholarship Program, an educational scholarship program to assist eligible employees and their children reach their education goals, provided scholarships totaling more than \$65,000.

In addition, we have endowments in the universities and colleges listed to the right.

**Colorado School of Mines
Foundation**

Gannon College

Georgia Institute of Technology

Gonzaga University

Louisiana State University

Louisiana Tech University

Mills College

**Missouri University of Science and
Technology**

Ohio State University

Purdue University

Southern University

Stanford University

Tulane University

Tuskegee Institute

University of California, Berkley

**University of Illinois, Urbana-
Campaign**

University of Missouri

Washington State University

West Virginia University

Whitworth College

SELECTION OF 2019 CHARITABLE CONTRIBUTION RECIPIENTS

20TH CENTURY CLUB	NORTHWEST GOLFERS FOR WARRIORS
AMERICAN CANCER SOCIETY, INC.	ORANGE COUNTY BAR ASSOCIATION CHARITABLE FUND - OCBACF
AMERICAN HEART ASSOCIATION, INC.	PATHWAY TO ADVENTURE COUNCIL, INC., BOY SCOUTS OF AMERICA
AREA RELIEF MINISTRIES	REGIONAL INTER-FAITH ASSOCIATION
BIG BROTHERS BIG SISTERS A COMMUNITY OF CARING	SPOKANE PUBLIC SCHOOLS FOUNDATION
BLUEGREEN ALLIANCE FOUNDATION	SPOKANE VALLEY PARTNERS
CYSTIC FIBROSIS FOUNDATION	STAR CENTER, INC.
EXCHANGE CLUB	T.A.M.B OF JACKSON, TN INC.
FOUNDATION FOR HOSPICE OF CENTRAL OHIO	TENNESSEE CHILDREN'S HOME
FRIENDS OF THE CENTENNIAL TRAIL	THE DREAM CENTER OF JACKSON, INC.
HOAG CHARITY SPORTS INC	TOYS FOR TOTS CAMPAIGN
HOPE RECOVERY CENTER	UNITED WAY OF LICKING COUNTY
JUNIOR ACHIEVEMENT OF CENTRAL OHIO INC	YMCA OF ORANGE COUNTY
LICKING MEMORIAL HEALTH FOUNDATION	YWCA OF SPOKANE
MARCH OF DIMES FOUNDATION	YOUTH TOWN OF TENNESSEE, INC.
MOBIUS SPOKANE	

CHARITABLE CONTRIBUTIONS

During the last five years, we have made charitable contributions totaling more than \$1.8 million.



SUMMARY

At Kaiser Aluminum, we recognize that long-term excellence requires sustainable practices. We demonstrate this through:

- Operating our business with honesty and integrity
- Providing a safe workplace that fosters dignity and respect
- Creating positive economic impact for our stakeholders
- Supporting the sustainability of our environment through lean sigma initiatives to drive continuous improvement in manufacturing efficiency and reduce our carbon emissions and environmental footprint
- Striving to make a positive difference in our local communities

There is more work to be done, but one thing is certain - we will continue to manage our business for long-term success in a manner that is economically, environmentally and socially responsible with a view towards all of our stakeholders.



Kaiser Aluminum is committed to a sustainable world.





KAISER
ALUMINUM

www.KaiserAluminum.com